

2019

Strategic Management in Improving Total Quality in Bahrain's Public Sector

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<http://hdl.handle.net/10026.1/15241>

<http://dx.doi.org/10.24382/936>

University of Plymouth

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UNIVERSITY OF
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**STRATEGIC MANAGEMENT IN IMPROVING
TOTAL QUALITY IN BAHRAIN'S
PUBLIC SECTOR**

by

Abdulrahman M. Alnoaimi

A thesis submitted to the University of Plymouth
in partial fulfilment for the degree of

DOCTOR OF PUBLIC ADMINISTRATION

Plymouth Business School
(Faculty of Arts and Humanities)

February 2019

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ACKNOWLEDGEMENTS

This thesis could not have been completed without the full supports of HRH Prince Salman bin Hamad Al-Khalifa the Crown Prince of the Kingdom of Bahrain and my family. Your understanding and patience have given me the time needed to finish this major undertaking. This is also dedicated to my friends and relatives who have showed me a lot of support during my Doctorate study.

Sincerest gratitude to the Bahrain Government, and to all at the International University in Geneva who have kindly directed me in the early stages of this study. Thanks also to my colleagues at work who have been most helpful.

Special thanks to my thesis supervisor, Prof. Kerry E. Howell of Plymouth University for his guidance, encouragement and untiring support in making this study a valuable one.

Abdulrahman M. Alnoaimi, 2019

AUTHOR'S DECLARATION

At no time during the registration for the degree of Doctor of Public Administration has the author been registered for any other University without prior agreement of the Doctoral College Quality Sub-Committee.

Work submitted for this research degree at the University of Plymouth has not formed part of any other degree either at the University of Plymouth or at another establishment.

Word count: Main body of thesis: 70,735
Entire document: 79,092

ABSTRACT

ALNOAIMI, Abdulrahman M., “STRATEGIC MANAGEMENT IN IMPROVING TOTAL QUALITY IN BAHRAIN’S PUBLIC SECTOR.” Unpublished Doctoral Thesis, University of Plymouth, United Kingdom, February 2019.

This study determined the strategic management in improving total quality in Bahrain’s public sector. More specifically, the concerns of this study were: 1) the demographic characteristics of the respondents in terms of gender, nationality, number of years in public sector, category of specialisation, position in the organisation, and field which team work is relevant; 2) the strategic management practices and TQM application along institutionalising the planning function, establishing the strategic foundation, strategic situational diagnosis, and managing TQM implementation; and 3) TQM factors implemented in Bahrain’s public sector; 4) applying TQM and influenced the Bahrain’s public sector competitiveness; 5) the role of strategic management factors in encouraging the implementation and sustainability of TQM in Bahrain’s public sector; 6) the main impediments that hinder TQM adoption in Bahrain’s public sector.

The descriptive-correlational research method was employed using questionnaire-checklist, interview guide and unstructured interview. The research is based on a mixed methodological in the exploratory investigation, whereby, three tools were used for primary data collection. These tools were focus group discussions (FGD) with 5 respondents, Interviews with 6 respondents, and survey questionnaires with 400 respondents; a total population of this study is 400. The data gathered were statistically treated through the use of frequency count, percentage computation, and test of significant relationship using Pearson’s correlation using SPSS statistics.

The salient findings of the study were:

1. Demographic characteristics. Majority of the participants are male indicating that 312 out of 400 or 78% and barely 88 out of 400 or 22% are female. A high percentage of Bahraini among the respondents showing 376 out of 400 or 94% and remaining 24 out of 400 or 6% are non-Bahraini nationals. More than half of the participants acquired about 16 years and above experience in Bahrain’s public sector indicating a value of 52%, those with 1 to 5 years of experience consists of 80%, those with 11 to 15 years of experience obtained 18%, and the least are those between 6 to 10 years of experience comprise of 10%. On category of specialisation, 400 were currently employed as technical and non-technical job. Majority of the participants are non-technical indicating that 224 out of 400 or 56% and remaining 176 out of 400 or 44% are classified as technical personnel. Responding participants were almost Administrative Support Staff and Managers/Supervisors positions (n = 80, 20%); 64 or 16% participants holding other positions; 56 or 14% are Engineers; 48 or 12% are Directors; 40 or 10% are Senior Executives in their current position. The remaining 32 or 8% are individual contributors (Consultants and Sales Representatives). However, no Vice President served as participants of the study. However, in the field which team work is relevant, out of 400 participants, 88 or 22% are in Military, Armed Forces and Law occupations; 72 or 18% worked in the Technology and Communication; 59 or 14.80% worked in Business and Finance, and 54 or 13.60% worked in other fields. The remaining 37 or 9.20% participants are employed in Education and Training; 29 or 7.20% worked in Healthcare; 23 or 5.60% worked in Energy and Oil. However, the remaining 19 or 4.80% worked in the Production and Manufacturing, and Transportation and Logistics.

2. Strategic Management Practices and TQM Application. On Institutionalising the planning function. The findings revealed that 81 respondents gave a rating of 3 or “some improvement needed” on “top executives take formal responsibility for the organisation's strategic planning to improve TQM management practices”. On establishing the strategic foundation. The findings revealed that 69 respondents gave a rating of 6 or “Much Improvement Needed” on “all management and higher-level staff aware of the mission and understand. On Conducting the strategic situational diagnosis. The findings revealed that 64 respondents gave a rating of 6 or “Much Improvement Needed” on “the organisation have knowledge of and access to sources of information about the industry, markets, and other external factors.” On Managing TQM implementation. The findings revealed that 64 respondents gave a rating of 6 or “Much Improvement Needed” on “individuals responsible for strategic management and implementation of TQM successful performance.” **3. TQM factors implemented in Bahrain's public sector.** The participant mentioned that “quality communication and structure is a requirement of each directorate in the ministry. In each sector there are commerce and industry experts who control quality. They have oversight of the directorate, and they communicate with QR or QM stakeholders or QR representatives. For each expert there are two representatives for each sector. There is a quality representative for the directorate and a quality management representative for the sector itself. They all report to the Undersecretary for the Ministry of Industry, Commerce, and Tourism.

4. Applying TQM and influenced the Bahrain's public sector competitiveness. The participants had varying opinions on the application of TQM to Bahrain's public sector. One participant, in particular argued that it is a competitive surrounding important any product, involving products in Bahrain's public sector such as media; radio, television, and publishing. There is no particular monopolist for this service; the customers and the clients have a lot of available alternatives. Through the strategy of competitiveness to be the first choice; the first choice for the audience, the first choice for the recipients of the news even for travel can be strengthened through strong TQM. There is a significant link between competitiveness and the quality of service. Competition is intense and it is no longer peer organisations that are competitive. Social media has become a site of major competition for all. **5. The role of strategic management factors in encouraging the implementation and sustainability of TQM in Bahrain's public sector.** Three participants agreed that the strategy which gives the best guidance and the channels which provide the bigger picture it is the quality framework aspect of strategy. A strategy/goal provides the organisation with a goal, which is a generic and crucial part of the mission. All stakeholders within an organisation must get behind the goal. The optimisation and quality of the service depends on having a goal that one can attain to fulfill the strategy. There are the links between both. The strategic plan is the basis or the roadmap for total quality management (TQM) implementation in any organisation. It should not be independent or isolated from the strategic plan. There is a major effort to drive the competitiveness of many service sectors such as electricity and the solar panels. Other participants argued that in the communication sector there is increasing competitiveness amongst companies. **6. The main impediments that hinder TQM adoption in Bahrain's public sector.** Participants 1, 2, and 3 said, that teamwork is the main impediment hindering TQM adoption. There must be a building and fostering of trust through enhanced transparency between various organisations to bring teamwork to the different public sector organisations. Participant 3 said, that Bahrain deserves better from all parties to cultivate strategic thinking skills and existing mindset starting at the school level. Everyone should be loyal to Bahrain's leaders and the country and all must do more to make the nation prosper.

Based on the findings, the following conclusions were drawn:

1. The male group outnumbers the female members of the workforce. Majority of them are Administrative Support Staff, Managers and Supervisors positions and acquired about 16 years of service in public sector. 2. There is a strong positive relationship between the compliance to quality standards and work performance relative to strategic management and TQM application in Bahrain's public sector. The correlation analysis showed that there is a significant relationship" along institutionalising the planning function, establishing the strategic foundation, conducting the strategic situational diagnosis, and managing TQM implementation. 3. The bureaucratic socialisation process is a barrier to the establishment of a quality culture in government. It is clear that this can bring about much resistance to any positive efforts aimed at effective organisational change. TQM mostly faces resistance from work cultures, mainly due to the protection of self-interest. Fixing lateral and cross-functional cooperation as well allowing room for improvement are essential steps towards establishing effective TQM practices. Changing the culture of an organisation is the only way towards the effective implementation of quality management.

4. The hierarchy is still the principal management method in the public sector, notwithstanding the demand of employees' empowerment and participation. Most in the private sectors seem to have very successful TQM management practices. 5. The Bahrain's public sector has no reason to avoid a push for effective TQM management practices, given the many benefits offered by this structure. These include low capital investment, innovative ideas, increased employee commitment, improved performance/quality, and the reduction of waste, reduced costs, and improved customer satisfaction. 6. The factors affecting compliance to quality standards and work performance for the employees are economic status, followed by political influence and leadership style. The suggested measures to improve compliance to quality standards and work performance are good working condition, sustained support to employees, and fair appraisal system.

Based on the findings, the following recommendations are offered:

1. The age entry of public employees especially the Bahraini Officers should be standardised under technical or non-technical staff to maximise the quality of work along the different sectors. The government officials may upgrade their academic status by taking master's degree program or post-graduate studies to improve and maximise their knowledge and experiences in the field. 2. The Bahrain's public sector need to be more transparent and accountable to society, comprehensive reforms, financial difficulties, increased statutory audit and wish to enhance performance. The government needs to adopt a modern method of TQM management practices. 3. Quarterly performance evaluation of key officials in Bahrain's public sector should be undertaken to monitor the quality of services they provided to the public.

4. There must be a sustained effort to raise extent of applying TQM in Bahrain's public sector since it is significantly related to work performance. The local administrators or chief executives in the government should be kept updated on the compliance to quality standards so that they will be globally competitive. 5. The assistance of key officials in Bahrain's public sector be sought and necessary linkages be made with government offices which could be of help in the realisation of activities in the TQM implementation. 6. Further research similar to this study be made in order to validate whether findings in this study could also be true to other countries.

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CHAPTER ONE

BACKGROUND OF THE STUDY

This chapter provides an in-depth background to the research topic and also discusses the research problem. The chapter identifies the purpose of the study and its significance. The current chapter will also discuss the research questions and research objectives of the study. It will elaborate on the scope of the study and will identify the definition of terms. Finally, the chapter provides a summary overview of the thesis.

1.0 Introduction

Bahrain is located in the Arabian Gulf, situated between the Kingdom of Saudi Arabia and Qatar. It is ruled by a King and made up of 33 islands. It has a geographical area of about 780 km². Its capital city is Manama, which is one of the largest cities in the country. Manama enjoys certain privileges such as a buoyant tourism industry and its status as a cultural hub both regionally and internationally. It is the Capital of Arab Culture and of Arab Tourism. It is also considered a strong inbound region for Asian Tourism. Tourists from all over the world flock to Bahrain each month to enjoy the country's rich, multicultural atmosphere. Bahrain is characterised by tolerant attitudes, a low cost of living, abundant educational opportunities, world class health facilities and many other key services. Bahrain stands as an important regional economic and financial centre. It is also home to many multinational financial organisations. In its 2030 vision, Bahrain hopes to have achieved a comprehensive and integrated economic vision which aims to make its economy more sustainable.

Bahrain enjoys a rich historical culture and is home to some of the oldest settlements of mankind dating from 4,000 years ago. Bahrain has witnessed close to three civilisations starting with the Dilmun, then Tylos, and finally the Islamic period. To date, Bahrain's population growth rate stands at approximately 1.2 million citizens and residents. Bahrain faces a number of complex economic challenges. The main challenges lie in managing future growth without entirely depending on oil which contributes significantly to its current economic growth. Amongst the countries in the Asian Gulf, Bahrain was the first to discover oil and the first to build an oil refinery. It was also the first country in the region to build an energy source. Aside from oil, Bahrain also exports aluminum. It was the first country in the Asian Gulf to build up an aluminum smelter.

Bahrain led other Asian Gulf countries in establishing the first regional financial center. Surprisingly the country's biggest economic sector is not oil, but financial services. Due to its limited oil reserves, Bahrain embarked on a process of economic diversification emulating its neighbor, Oman. In terms of oil production, the country can only produce 48,000 barrels per day from its sole onshore oil reserves. Other oil revenues come from the offshore field which is mostly controlled by Saudi Arabia. As the other Gulf States struggle with a limited trained workforce, the Bahraini workforce is well trained and always willing to work in the public sector. This situation reflects the fact that most Bahrainis are not rich. Bahrain lacks the capital to develop and market its industries in contrast to her richer neighbors. There is also a national gas shortage in the country, and plans are underway to import this precious commodity.

Saudi Arabia, Kuwait, the UAE, Qatar, Bahrain, and Oman are members of single economic cooperation, but all these countries seem to have failed to reach a common regional gas trade deal, mainly due to a disagreement as regards pricing. Bahrain believes that overdependence on large neighbors, mainly due to economic asymmetry is more likely to create some form of political constraint. Bahraini officials believe that too much political reform is more likely to jeopardise Saudi economic support. Although true to some extent, critics view this position purely as an excuse. Despite providing subsidies, services, and benefits to all citizens; many still feel that public sector employment opportunities and government contracts are often linked with political loyalty. Complaints have always been raised regarding state housing access and infrastructure provision.

Bahrain's problems have been further escalated by a slump in oil prices. This is perhaps not surprising, considering that it is the Gulf's smallest oil producer. The Arab uprising has left many Gulf countries struggling with declining government revenues and rising government spending. Since the 2011 uprising, Bahrain's budget continues to recede into deficit every year. Political risks have disrupted some of the country's economic activities, while at the same time increasing overall government expenditure. In 2013, only Bahrain's public debt rose to 44 percent of its Gross Domestic Product (GDP). Although the figure is low in the context of European countries, Gulf countries have been able to save money for harder times ahead when oil prices have been high. The new government that came into ruling after the general election in 2002, has faced immense pressure to cut public expenditure which will have a significant impact on subsidies. However, this is unlikely to happen as most of the elected members liaise with the

government since opposition groups have boycotted elections. In fact, they find no evidence that election-year deficits help reelection in any group of countries, including developed and less developed, and countries with different government or electoral systems. Brender and Drazen (2005a) reconcile those two contradictory views by showing that political budget cycles are a phenomenon of new government, in which voters lack the necessary information to assess economic policy, as well as the ability to properly process this information. They further argue that political budget cycles decrease over time, as countries gain experience in competitive electoral processes. The aim of this research is to suggest a different approach of that also reconciles these apparently contradictory views. Indeed, the study focuses solely on the total quality management (TQM) and strategic management, besides missing an important part of the action in improving total quality in Bahrain's public sector.

The main objective of this study is to understand how Bahrain's public sector can adopt strategic management practices that are TQM oriented. TQM is a management philosophy as underscored by various authors. Crosby (2010) defined TQM as a systematic way of guaranteeing that organised activities happen the way they are planned. It is a management discipline concerned with preventing problems from occurring by creating the attitudes and controls that make prevention possible. Macdonald and Pigott (2010) argued that quality management is not a fixed body of truths, but a process that is evolving and will take different forms to meet the needs of the organisations. In the same vein, TQM is a preventive strategy replacing rework, and strategic management with planning, coordination and control (Atkinson, 2010). Taking from this argument, TQM implementation may vary across various organisations specifically in the Bahrain's public sector. Therefore, it is important to all sector leaders of the organisations to come up with TQM and strategies aimed at supporting the Bahrain Economic Vision 2030, which states, that:

"We aspire to shift from an economy built on oil wealth to a productive, globally competitive economy, shaped by government and driven by a pioneering private sector – an economy that raises a broad middle class of Bahrainis who enjoy the good living standards from increased productivity and high-wage jobs. Our society and government will embrace the principles of sustainability, competitiveness, and fairness to ensure that every Bahraini has the means to live a secure and fulfilled life and reach his or her full potential."

Moreover, the rationale of the study shows that there is a need for the assessment of the strategic management in improving total quality in Bahrain's public sector. This was

done by the study through the assessment of the demographic characteristics, strategic management practices and TQM application in terms of institutionalising the planning function, establishing the strategic foundation, strategic situational diagnosis, and managing TQM implementation in order to realise a full quality management strategy. Hence, no study that assessed the strategic management and TQM in public sector has yet been conducted. This study attempted to bridge the identified research gap in strategic management practices with emphasis on TQM implementation particularly in Bahrain's public sector. Thus, the researcher embarked on this kind of study.

1.1 Statement of the Problem

The business world is facing extremely difficult economic conditions due to constant competitive demand brought about by globalisation and uncertainty in the business environment. It is evident that business cannot continue to rely on traditional performance strategies, and this is what has made both business managers and academic researchers rethink time-honored performance strategies to avert current crises. Many analysts are concerned about how to maneuver in this constantly fluctuating market defined by emerging organisational cultures. Bahrain's public sector is concerned with how best to arrive at an effective TQM approach which coincides with the current environmental conditions of the business. Rees and Doran (2001) observed the 70s and 80s was the discovery of some of the most critical TQM tools that went on to be essential in terms of improving organisations. Improvements were noted in particular to operational quality, product and service quality, and customer and employee satisfaction. This was initially achieved through extensive performance research.

Bahrain is struggling to deal with performance in most of its public sector mainly due to a failure to address issues such as the relationship between organisational performance, organisational resources, and the quality management of internal and external environments. The aim of this study is to identify the key strategic management problems facing Bahrain's public sector and to try to come up with congruent solutions to these problems. This will be achieved by identifying various human resource management strategies and outcomes that impact significantly on TQM. Bruhn, Zajac, and Al-Kazemi (2001) maintain that TQM performance is predominantly determined by the following two factors: management techniques and improvement efforts that mainly focus on continuous process improvement.

Aldakhillah et al. (2002) define TQM as an approach that tries to amass the organizational, technical, and cultural components of organisations. Alford (2001) refers to Deming's approach which proposes that any TQM approach designed to work on any organisational structure should be able to support the whole process of implementation as this is essential to the realisation of improved products, services and processes. Employee performance can also be enhanced towards better customer satisfaction and long-term organisational sustainability (Balogun and Hope, 2004). Achieving maximum output at minimal cost on a regular basis can be achieved using continuous TQM improvement. This approach necessitates that everyone contributes to the process. Bunning (2002) maintains that TQM approaches should be strictly based on three aspects: the people themselves, the processes, and the environment. Kotter (1996); Petersen (1999); Symons and Raymond (1995) all agree that the TQM concept should broadly be explored from propositions based on TQM quality concepts. An effective TQM approach has the potential to empower employees to become responsible for quality performance.

Darnton (2008) maintains that TQM should be specific to a particular environment, mainly because it affects the current environment it operates in. This study views TQM both as a philosophy and a process in the sense that it believes that, if effectively implemented, TQM can drive an organisation towards outputs based on inputs. Inputs play the following roles in TQM implementation (Fernandez and Rainey, 2006): creating and delivering best value to the customer, creating the best environment for employees, helping to realise the short and long-term objectives of organisations including its sustainability. Bahrain public sector is increasingly faced with high rates of senior management turnover. This problem must be adequately addressed to avoid the loss of an experienced workforce in the public domain. Some of the methods that should be employed to solve this problem include offering support and commitment for both managers and experts. Both the strategic management and TQM constructs require high levels of organisational autonomy if they are to be successful (Coyle-Shapiro and Kessler, 2000). Another factor is senior management must be left to determine the direction of the organisation and must decide how to affect the current environment they operate within.

The private sector appears to be increasingly more autonomous than the public sector. One could easily think that, due to their influential power in the political arena, it may be easy for senior management to implement any of these approaches, but at times

legal constraints or financial circumstances compromise efforts. Liability laws governing how one spends government financial resources are yet another good indicator for many public organisations. Many managers fear that politically instigated motives may be used to sue them, and hence most managers remain unwilling to use the financial kitty allocated to them because of the perceived associated risks. This study suggests that it is important for the Bahrain government to adopt such a practice when launching similar strategic plans. Fears relating to the loss of jobs or employee reduction, as well as the loss of promotion meant that some work cultures resist TQM initiatives. Other variables with a bearing on this resistance include fear of data-based decision making, a lack of skills and education for TQM initiatives and a reluctance to accept full responsibility for actions (Fernandez and Rainey, 2006). According to Hasan & Kerr (2003), another barrier to the establishment of a quality culture in government is the bureaucratic socialisation process. This often brings about resistance to many positive efforts aimed at bringing about effective organisational change. This problem can be articulated by complying with rules and regulations. TQM mostly faces resistance from work culture due to the protection of self-interest (Llewellyn and Tappin, 2003). For TQM to be effective it should be allowed to have lateral and cross-functional cooperation and room for improvement must initially be identified.

Changing the culture of an organisation is the only way towards the effective implementation of quality management. Such a proposition would be rendered impossible if the organization lacks strong transformational leadership (Rees and Doran, 2001). However, most public sector organisations lack the specific type of leadership required for such change. Some of the negative attributes associated with poor leadership are linked to political interference in organisational culture, which makes the wider transformational process become very challenging (Ahmed and Ali, 2016). Certain public sector employees receive awards, and others receive scrutiny and consequences because of poor performance results beyond their control. Roberts (2000) adds that another obstacle for quality management in government organisations is their reliance on top-down management. The hierarchy pecking order is still the major management method in the public sector, notwithstanding employees' demand for empowerment and inclusiveness.

Most private sector organisations have very successful total quality management (TQM) practices in place, and this should also be emulated by Bahrain's public sector organisations. The Bahrain government has no reason not to push for the acceptance of

effective TQM practices, given the many benefits offered by this structure. These benefits include low capital investment, innovative ideas, increased employee commitment, improved performance/quality, the reduction of waste, reduced costs and improved customer satisfaction. Commitment is the most important success factor which determines TQM implementation in most public sector settings. Sadikoglu (2008) points that the values required for TQM implementation are the main obstacles to successful TQM implementation. Other values such as accountability, a businesslike approach, citizen involvement, user orientation, effectiveness, efficiency, employees' self-development, and innovation need to be carefully considered when implementing TQM strategies in the public sectors.

Bahrain's public sector has also been affected by emerging global aspects such as increased citizen demands and expectations, international competitiveness, the need for transparency and accountability to society, financial difficulties, increased statutory audits and the wish to increase performance and comprehensive reforms. These aspects demonstrate why the Bahrain government needs to adopt more modern approaches to TQM management practices. This study suggests that there is a need to amalgamate both strategic management and TQM management practices to realise a full quality management strategy. However, such a situation would not present a challenge, bearing in mind that the literature including Sharma and Hoque (2002); Fernandez and Rainey (2006); Darnton (2008) and Wicks (2009) has not effectively emphasised the need for such actions. The main reason as to why this study thinks, this should happen because both strategic management and TQM implementation practices seem to share a similar background in both their formation and implementation.

1.2 Research Questions

This study determined the strategic management in improving total quality in Bahrain's public sector. Specifically, this study answered the following questions:

1. Can strategic management practices be used by the Bahrain's public sector to improve total quality management?
2. To what extent can total quality management practices bring about quality improvement in Bahrain's public sector?
3. What would be the impact of Bahrain's public sector if it were to employ strategic management practices to improve performance?

1.3 Aims and Objectives

This study directs its efforts towards establishing a relationship between strategic management and TQM. It is very important for Bahrain's public sector leaders to come up with strategies to support business activities. Organisations must always use the typology of selection when embarking on a strategic decision, as this is the most acceptable selection process (Claver et al., 2001). Organisations also need to be at the forefront in implementing quality programs, bearing in mind that quality is a key factor for success (Burnes, 2004). Organisational strategic management needs to focus on some key aspects, and specifically: process decision making, the direction of the organisation, its future outlook as well as its ambitions for the future. Though difficult to synchronise, it is always crucial for leaders to realise that all of these approaches are complementary (Coyle-Shapiro and Kessler, 2000).

The implementation of strategic and quality management should be good news for employees considering that it brings about a deeper understanding of management strategies, quality values and organisational change. Strategic management and TQM illuminate these areas very clearly (Darnton, 2008). TQM is a management philosophy that drives change in organisational culture. TQM can be described as a management philosophy that aims to exploit all available opportunities and resources of a company through continuous improvement (Fernandez and Rainey, 2006). Further, according to the Federal Quality Institute, TQM is a strategic, cohesive management system for attaining client satisfaction. TQM involves all managers and staff and makes use of quantitative methods to constantly improve company processes. In line with quality management experts, TQM does not have a general definition. Instead, there are several dissimilar aspects of TQM as explained below (Johnson and Scholes, 2001): 1) Deming indicates that TQM supports leadership, management and statistical control process and focuses on the involvement and loyalty of staff; 2) Juran centres on planning and product design procedures as well as supplier and customer involvement and quality control; and 3) Crosby mainly centers on organisational factors like a change of culture, staff training, and leadership for change.

Instead of focusing on products, companies need to focus more on customers. It is also important to make use of statistical methods, constant staff training, and top management to be committed to continuous quality improvement (Llewellyn and Tappin, 2003). Quality management experts also value various TQM components. However, the

content analysis carried out on the works of quality management experts show that these researchers focus on various standard components (Rees and Doran, 2001). Along these lines, TQM components are arranged into seven categories: Strategic planning, appraisal, and knowledge management, focus on staff, focus on customers, focus on operations, leadership, and results. As the first component of TQM, strategic planning is concerned with the formation and adoption of company quality plans (Rusaw, 2007).

Quality gurus underline that strategic quality plans are the cement that keeps quality improvement attempts intact. In the context of TQM, strategic planning can be described as establishing and attaining company goals and objectives. Top management are responsible for outlining strategic planning with input from external and internal customers. In the adoption process, more comprehensive plans are brought alive with the active participation of staff at every level (Sadikoglu, 2008). Most quality management experts agree that customer focus/satisfaction is among the main components of, and principles behind TQM (Sharma and Hoque, 2002). Leadership support is the recognised main component of TQM and a key indicator of successful TQM practice. Every leading quality management guru highlights the key role of top management in the successful implementation of TQM (Symons and Raymond, 1995). Top management is accountable for successful TQM practice, giving staff with training needs moral support, and creating an appropriate atmosphere for TQM.

HR management is the aspect of TQM. Consistent with quality management experts, ascertaining the full contribution of every staff member, and providing training are the fundamentals of consistent improvement (Wicks, 2009). In this sense, TQM necessitates shared accountability and active contribution from staff into company processes. In TQM, it is essential for employees to be adequately trained and involved. Specifically, the only way to ensure involvement and the support of staff is through training employees in the areas of teamwork, statistical control, and group decision making (Yusof and Aspinwall, 2000). Customer satisfaction and high-quality products cannot be attained through feelings, but using precise data and analysis.

The data analysis aspect of TQM is concerned with collecting, analysing, and managing data to achieve quality excellence and a competitive edge. Data are collected from various internal and external sources including competitors, customers, staff, processes and suppliers. These data are then analyzed. In terms of TQM, data collection

and data analysis are carried out with the help of tools and methods such as control histograms, cause-effect charts, relations and control charts (Zain, Dale and Kehoe, 2001). On top of the simplicity of these methods and tools, they are effective and extremely powerful. Every employee ought to be trained on how to use these tools and techniques and must utilise them in their day-to-day jobs (Hasan & Kerr, 2003). In essence, process management makes up the heart of TQM. Consistent with the TQM method, companies comprise of sets of interconnected processes. The basis of performance management is to improve these processes (Rusaw, 2007). Every organisational process has a direct and indirect impact on the next process. One process input is the output of another process. In terms of TQM, it is mandatory for every organisational process to be taken into account (Sadikoglu, 2008). Processes ought to be continuously improved by all staff through particular tools and techniques.

In the early days, TQM and strategic management were fairly narrow-scope management methods (Aldakhillah et al., 2002). As the world advanced, these two management techniques developed into inclusive methods with scientific contributions. Currently, both strategic management and TQM have seen growing acceptance in both the private and public sectors. In the current research, these two management techniques have been likened based on organisation perspectives, strategic planning, organisational culture, HR and practices, change in culture, leadership requirements, management focus and strategy creation (Ahmed and Ali, 2016). With dissimilar lines of development, strategic management and TQM share some features in common, and also have many differences. In particular, this research aims to provide an investigation on the strategic management in improving total quality in Bahrain's public sector. The research objectives are stated as follows: 1) To understand how Bahrain's public sector can adopt strategic management practices that are TQM oriented; 2) To understand how TQM can help improve the quality of services offered; and 3) To understand how strategic management practices can help improve overall performance.

1.4 Significance of the Study

The main significance of this study is the possible applicability of the strategic management in improving total quality in Bahrain's public sector. The research, therefore, hoped to be significant to individuals and groups of individuals. The core foundation of any strategic management approach lies in a strategic decision making (Ahmed and Ali, 2016). Leaders need to understand that the core function of any strategic management

approach is to guide businesses to utilise resources at their dispensation using the most efficient means. In doing so, businesses should consider the current environment they are operating in. Before coming up with strategic decisions, an organisation must consider the key elements that affect this whole process, such as environmental complexity, employee motivation, and systems of values (Balogun and Hope, 2004). Strategic decisions are very important as they help to improve strategic positioning as well as decision making. Long-term decision making is sometimes coupled with problems as leaders find it difficult to foresee all business potentials in the short term (Burnes, 2004). This problem can be addressed through flexibility which allows organisations to respond quickly to changes that may otherwise seem obvious, drawing attention to possibilities and potential positive results. Confidence in strategic programs is what is needed to bring about positive results in long-term decision making (Claver et al., 2001). Any changes that leaders make towards organisational environments need to strictly focus on profit and organisational development. Although these are complex in nature, leaders of organisations are always encouraged to work hard (Coyle-Shapiro and Kessler, 2000). A leader often finds it difficult to choose the most viable alternative when making strategic decisions.

Significant or modest investment regarding dimensions and the degree of change is all that is required in today's modern strategic decision-making processes. One has to work on all the favorable and unfavorable conditions at once. A modest investment is only given to the most favorable alternative that guarantees strong outcomes. Leaders of organisations must opt for favorable outcome alternatives, and this requires significant investment (Darnton, 2008). Even in situations which require a modest investment, a business may still miss out on positive returns in choosing alternatives if it lacks favorable outcomes.

A business must carefully go through its strategic planning and TQM processes if it wishes to realise any loopholes (Fernandez and Rainey, 2006). The past twenty years have seen an overwhelming adoption of TQM practices by many businesses, and this has happened to varying degrees. To effectively implement TQM, leaders must be committed, as it requires a great deal of time and effort (Hasan & Kerr, 2003). A clear benefit of TQM is that its theory lasts forever and it may only seem difficult in the first years of its inception. Such difficulties are linked to the learning process associated with TQM. To fulfill the variable requirements and circumstances, leaders are always advised to conduct constant analysis (Llewellyn and Tappin, 2003). Underestimating the amount of time

required for TQM, and the necessary effort needed for its implementation often leads to the collapse of TQM programmes. Another major contributing factor to the collapse of TQM is the turbulence that often builds up when implementing these programs.

The motivation of employees at all levels of the organisation can, at times be undermined when the organisation becomes shaken, mainly due to a strict hierarchy. This is very dangerous, and it should be avoided at all costs, considering that it can threaten the whole management process (Rees and Doran, 2001). Such a situation can lead to difficulties in policy adoption by top management, and this may further trickle down to lower management who feel powerless. The main reason as to why most strategic management and TQMs fail is a failure by all members of the organisation to accept change. If well-adopted, TQM can be used to provide an organisation with a variety of qualities through customer focus orientation, environment, and dynamics (Roberts, 2000). For both TQM and strategic planning to succeed, there must be a strong orientation in all the processes involved. This is very important in creating knowledge through innovation and realising global competitiveness.

Synchronising and providence of mutual assistance is the surest way of ensuring that both strategic planning and TQM meet their set targets (Rusaw, 2007). Another major reason for the collapse of TQM is a lack of training and understanding. To gain a full understanding of TQM dynamics, leaders are typically advised to make initial evaluations and predictions about the current and potential business benefits that occur in all TQM applications (Sadikoglu, 2008). The main consideration to achieving TQM should be how the organisation best approaches the two frameworks. A strong strategic plan is all that an organisation requires for the above process to be successful. Whenever an organisation starts with TQM implementation, then proceeds to strategic planning it can often get itself into a more compromising situation which may be difficult to manage, particularly in terms of its personnel and work synchronisation (Sharma and Hoque, 2002). To develop a stable competitive edge, organisations must commit to a competitive strategy as this is important for its overall enhancement.

Strategic planning helps to create credibility, while at the same time improving quality. Employees can be equipped with long-term projections as well as philosophical directions provided there is an established mission (Todnem, 2005). The objectives help to express precise intentions, while strategies help to issue a pre-determined direction for

employees who often help with the realisation of the objectives. Whenever an organisation wishes to implement TQM practices, it is always advised that this should be achieved with the use of a strategic plan regardless of the set objectives (Wicks, 2009). Even in the case of a radical plan, organisations need to continue working if they fully wish to realise their mission and objectives. To avoid running parallel activities at the organisation, it is important that organisations first formulate strategic planning before beginning the process of TQM implementation. Leaders would rather forego TQM practices until comprehensive strategic planning is put in place (Yusof and Aspinwall, 2000). This might prove difficult where businesses are required to begin both of these approaches simultaneously. This study suggests that, if TQM is not based on small scale environments, it is better to work on both approaches at the same time. When presenting TQM, it should appear as 'all or nothing'. For TQM to be effective, it must comprise of clearly set distinctions illustrating the key TQM principles that need to be implemented, and the techniques that should be used when selecting the choice of techniques. Also important is the choice of activities which will be implemented (Zain, Dale and Kehoe, 2001). It is encouraging; especially for corporate strategists to use TQM as it often helps create upstream influence in corporate strategy formulation.

1.5 Scope and Delimitation

This study is about the assessment of the strategic management in improving total quality in Bahrain's public sector. The researcher made use of the government employees in the ministries, senior managers, managers and office staff as respondents under survey. The study was confined to the six areas of concern about (1) the demographic characteristics of the respondents in terms of: a) gender, b) nationality, c) number of years in public sector, d) category of specialisation, e) position in the organisation, and f) field which team work relevant; (2) the strategic management practices and TQM application along: a) institutionalising the planning function, b) establishing the strategic foundation, c) strategic situational diagnosis, d) managing TQM implementation; (3) TQM factors implemented in Bahrain's public sector; (4) applying TQM and influenced the Bahrain's public sector competitiveness; (5) the role of strategic management factors in encouraging the implementation and sustainability of TQM in Bahrain's public sector; and (6) the main impediments that hinder TQM adoption in Bahrain's public sector. This study delimited to the government regulations. The employees not in strategic planning department were not also included; outside the time-frame set by the study; and management in-depth analysis and TQM of the private sector were not covered in this study.

1.6 Definition of Terms

For a better understanding of the discussions of this study, the following terms were conceptually and operationally defined.

Culture. This refers to quality culture as a positive environment which allows employees to exert positive commitments in all areas of their operations including systems, processes, products, and outcomes (Hasan & Kerr, 2003).

Demographic Characteristics. This refers to demographic profile of the respondents such as gender, nationality, number of years in public sector, category of specialisation, position in the organisation, and field teamwork relevant

Public Sector. This refers to all levels of government or ministries in the Kingdom of Bahrain. In this study, this refers to the following ministries such as: Ministry for Cabinet Affairs, Ministry for Defense Affairs, Ministry of Education, Ministry of Electricity and Water Affairs, Ministry of Finance, Ministry of Foreign Affairs, Ministry of Health, Ministry of Housing, Ministry of Industry, Commerce, and Tourism, Ministry of Information (MIA), Ministry of Information Affairs, Ministry of Interior, Ministry of Justice, Islamic Affairs and Endowment, Ministry of Labor and Social Development, Ministry of Oil, Ministry of Parliament Affairs, Ministry of Transportation and Telecommunications, Ministry of Works, and Municipalities and Urban Planning in the Kingdom of Bahrain.

Strategic Management. This refers to a process that involves identifying goals and objectives, policy formulation, and strategy selection, which are important towards achieving the overall purposes or mission of an organisation (Petersen, 1999).

Total Quality Management (TQM). This refers to a system used to integrate quality development and quality maintenance in a bid to improve production, marketing, and the service operations of the organisation which in the long run ends up satisfying the customer (Vass and Doris, 1999).

1.7 Chapter Summary

This chapter presented the brief background to the research. It identified the research problem, stated the purpose and significance of the study. The next section will identify the research aims and objectives of the study. This study will identify three modes

of strategy that are suitable for public agencies. The three modes will strictly be based on strategic thought which circulate in a corporate environment. When designing a strategic plan for any public sector, it should strictly circulate three main aspects as follows: Strategic design, internal strategic scanning, and strategic governance. Programming actions, combining capabilities, and formation of networks all help capture the essence of strategic management.

The researcher hopes to put public agencies at the center of strategic examination by offering an organisation-based view of public sector strategy. In any strategic management, what defines its effectiveness is leadership. With strong leadership, it becomes easy to exercise administrative actions which should strictly be conducted through a democratic decision-making process. Despite the three strategies being complementary, they are in some sense contradictory. They nonetheless offer opportunities to confront the diverse environments threatening public agency performance.

The three strategic orientations contain unique features such as the role of management, occupational groups, the environment, and types of capital. Most strategic management in government seems to lack strong leadership in terms of strategic planning implementation. Quality strategic management in the public sector helps with effective decision making, which in turn leads to the strengthening of all organisational departments. Many citizens have, for their lifetime, developed an attitude that you can never get a quality service from the government. Most governments are aware of this and seem to be close to working towards the elimination of this negative attitude. Such attitudes suggest that it is a suitable right time to provide essential guidelines that can help governments come up with an effective strategic management plan to enhance their work efficiency (Ahmed and Ali, 2016).

A government strategic management plan should strictly focus on the following assumptions: quality long-term decisions, the creation and distribution of knowledge, effective decision implementation and perfect mediation amongst competing interests. Good leadership is what ultimately defines strategic management (Burnes, 2004). It is difficult to gain any form of competitive advantage if the organisation is not practicing quality management standards (Darnton, 2008). Organisations also need to realise that it is not sufficient to just work on efficiency and expect prosperity and the power to influence

(Balogun and Hope, 2004). They must observe safety, order, and honesty in their operations to arrive at their destination safely.

Managers should always work towards the constant improvement of their daily decisions using the TQM principles to guide them. Success in any public sector towards strategic management should primarily be defined by shifting management from centralisation to a decentralised model (Fernandez and Rainey, 2006). Managers should also be forced to change from a passive compliance mentality to an active management mentality through deregulation. This whole process can help organisations push towards intelligent decisions on resource allocation down through the administrative chain to the point at which services are delivered (Johnson and Scholes, 2001). Such a move can press managers to focusing on government objectives, managing risks, and becoming more responsive to customer demands. Before embarking on any reform of strategic management, leaders of any public organisations should first start by initiating freedom of information plans in all their organisations (Llewellyn and Tappin, 2003).

This is instrumental towards value addition, volume increases, and information quality. Another common aspect is that decisions also need to be based on enhanced information, better budgeting processes, and a longer time frame. Leaders in public organisations need to also develop a culture of objective clarification by making demands for good quality information which is essential towards resource allocation. According to Rees and Doran (2001), managers need to act within the set limits when launching these new strategic management plans. When designing the plan, it is important for leaders to focus on both long and short term objectives to avoid future problems (Rusaw, 2007). Another important feature that is also essential for managers to consider is that a government is a single enterprise and should always remain united terms of its function, behaviors, management standards, and reputation. Any government priority towards its citizens should mainly be about re-building commitment to the collective interest.

CHAPTER TWO

QUALITY MANAGEMENT LITERATURE REVIEW

This chapter presents the quality management literature review that the researcher believed relevant to the present study. The various concept and perspectives helped the researcher to determine the research problem, direction, and methodologies adopted in this study and facilitate a comprehensive analysis and understanding of the research question. At the end of this chapter, a summary overview is provided.

2.0 Introduction

In the previous chapter, the researcher presented the background of the study by outlining the research problem. In this chapter, the literature relating to strategic management and total quality management (TQM) highlighted the common themes and findings which provide a basis for meeting research objectives in this study. Bahrain has a large workforce in the public sector which all provide general services to the entire population, and this is why this study is relevant. The Bahrain government provides substantial employment through the public sector with the service industry benefitting the most. Al-Wasat (2009) articulates that almost all economies in the world remain heavily dependent on public generated services; an aspect that Kaynak (2003) summarises in noting that most economies remain dominated by public sector services. It should be also pointed out here that the content of this chapter is a review of both empirical and theoretical literature. In this review, the researcher considered both regional and international studies under study. These studies involved different aspects of quality management highlighting major issues and problems faced in this regard. This review of literature provides a link between the current research and the studies already done. Local and regional studies are presented in a chronological order.

2.1 Quality Management

Quality management is the key concept in this research. This section aims to establish a better understanding of quality management with particular reference. Quality management is defined by Sureshchandar, Rajendran, and Anantharaman (2001) as the process of effectively running an organisation with the main aim of achieving effective customer satisfaction at the lowest overall organisational cost, while at the same time improving the process of management. On the other hand, Talib, Rahman, and Qureshi (2011) define quality management systems as a set of policies that outline the structure,

responsibilities, and procedures that should be followed in bringing about the concept of quality management. When managers try to realise their long-term success through customer satisfaction, this should also be viewed as quality management. In a more abstract way, quality management, in particular are mainly to customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making, and, relationship management. Quality management principles are analysed herein both in their original form and in terms of their implementation in the financial system. This incorporates new standard-related terms such as 'context' and 'risk-based thinking' that significantly strengthen quality management principles and contribute to a more effective and efficient achievement of sustainable success (Luburić, 2015).

All these international standards are based on eight quality management principles, such as: customer focus, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making, and, mutually beneficial supplier relationships (ISO, 2009, p. 38-42). Based on quality management principles in the international standard ISO 9001:2015, quality management systems (QMS) requirements significantly differ from the previous version, both in the formal and substantive terms. Unlike previous international standards, this standard identifies seven quality management principles: customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making, and relationship management (ISO, 2015).

Pimentel and Major (2015) studied the key success factors for quality management implementation for public sector. The study was built on quality management literature, highlighting the contributions of J. S. Oakland (2004). Oakland on quality management. Oxford: Elsevier Butterworth-Heinemann] and J. Oakland (2011). Leadership and policy deployment: The backbone of TQM. Total Quality Management and Business Excellence, 22(5), 517–534. The findings of the study revealed that the main items delivering excellence, identified in the 'Oakland TQM model' (the 4Ps and the 4Cs), primarily explain the different perceptions of results and outcomes. The investigation identified other factors that can help account for successful implementation of quality management, such as 'power' and 'collective involvement'.

Aletaiby (2018) develop a framework to facilitate the implementation of TQM in the Iraqi upstream oil sector. This framework will facilitate the oil company to adopt better

practices towards achieving the expected results. The research identified nine TQM key factors that can support TQM implementation and seven TQM barriers that hinder TQM implementation. The research reveals two key relationships. Firstly, the relationship between the barriers that hinder TQM implementation and the key factors required for successful TQM implementation. Secondly, the relationship between the key factors of TQM implementation and the potential benefits of successful TQM implementation. Finally, emerging from the study, a conceptual framework has been developed to facilitate the TQM implementation in the Iraqi upstream oil sector.

Gustafsson (2016) made a case study on quality management system. The case company itself is analysed in detail to show the challenging situation as well as their needs for the future as clearly as possible. Evidence of the case company's innovative approach to solving problems is portrayed by a few examples. The solution provided for the case company was a complete Quality Management System, documented in the form of a Quality Manual, which was based on actual process descriptions created in practice. Hence, a quality management system compiled together with the quality awareness and innovative nature of a small and agile company will start to generate results.

According to Sharma and Hoque (2002), quality management can only be realised through a customer-oriented perspective. For this process to be a success, Scharitzer and Korunka (2000), it is mandatory that the entire organisation is devoted towards improving the process, products, services and organisational culture in which they operate. Many scholars have tried to describe what quality management is in the public sector context. Lai, Weerakoon, and Cheng (2002) stressed that quality management should mainly be performed by the following three managerial organs: 1) The planning department where the main activity is to develop products and services that meet customer demands; 2) The control department which evaluates quality performance and makes a comparison of the actual performance to the quality of goods to figure out the differences; and 3) The improvement department which raises the quality performance of a product or service.

Garza-Reyes, et al (2018) found out that there is less awareness of TQEM in the Chinese manufacturing sector than other environmental and quality/operations improvement approaches such as green supply chain management, reverse logistics, ISO 9000, Six Sigma and Lean Six Sigma. Hence, its degree of implementation is also lower than these approaches as well as ISO 14001. The results also indicate that although a

company's size is not associated to the implementation of TQEM, it is mainly large organisations and those that have adopted TQM those which will be mainly aware and have implemented TQEM. The study also reveals the drivers, results and challenges of TQEM implementation.

Table 2.1

Summary of the Literature Review on Quality Management

Author/s	Year	Findings
Talib, Rahman & Qureshi	2011	Set of policies and procedures, structure, responsibilities and customer satisfaction.
Luburić	2015	Customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making, and, relationship management.
Pimentel and Major	2015	Successful implementation of quality management, such as 'power' and 'collective involvement'
Aletaiby	2018	TQM key factors can support TQM implementation and TQM barriers hinder TQM implementation.
Gustafsson	2016	Quality Management System, documented in the form of a Quality Manual.
Garza-Reyes, et al	2018	Adopted TQM and challenges of TQEM implementation.

Table 2.1 presents the summary of the literature review on quality management. It was noted that the common variables cited by the researchers: improving process, customer satisfaction, product and services and the other frameworks revealed that quality management such as process management, organisational culture, quality performance, customer-oriented, policies and procedures, structure and responsibilities, Aletaiby (2018) noted that TQM key factors can support TQM implementation and TQM barriers hinder TQM implementation. Gustafsson (2016) noted that QMS was documented in the form of a Quality Manual. However, Garza-Reyes, et al (2018) adopted TQM and challenges of TQEM implementation. While, Talib, Rahman & Qureshi (2011) focused on policies and procedures, structure, responsibilities and customer satisfaction.

2.1.1 Quality Definition

Several researchers have their own definitions, but before quality can be defined, a common reference must be developed. Garvin (1984) states that eight dimensions can be identified as a framework for thinking about the basic elements of product quality. Each is self contained and distinct, for a product can be ranked high on one dimension while being low on another. The eight are: 1) Performance: This refers to the primary operating characteristics of a product; 2) Features: This refers to secondary characteristics that supplement the product's basic functioning; 3. Reliability: This reflects the probability of a product failing within a specified period of time; 4. Conformance: Garvin identifies this as the degree to which a product's design and operating characteristics match pre-established standards. 5. Durability: The amount of use one gets from a product before it fails; 6. Serviceability: The speed, courtesy, and competence of repair; 7. Aesthetics: Garvin admits that this is a subjective dimension, but, how a product looks, feels, sounds, tastes, or smells is important to the customer; and 8. Perceived Quality: Also subjective, consumers, not always having perfect information about a product, use their own perceptions about product quality.

An organisation that gets involved in quality improvement. will face two challenges: first, instead of trying to improve product quality, it must concentrate on improving the quality of the process that produces the product, finally, the company must assure ongoing quality improvement throughout the organisation (Lowe and Mazzeo, 1986). However, many people believed that quality was mainly associated with what factories manufactured or produced (Tuomi and Ajmal, 2011). As time progressed, the term quality grew to encompass other disciplines such as services, processes, and industries. It is from these developments that people began viewing quality as a business problem and not as a technical problem which only impacts external and internal customers in terms of risk. Quality is an important aspect in any organisation. Quality refers to setting standards and then achieving those standards. Quality is reliability, excellence, specification compliance, assurance, and control with predefined objectives (Pineda, 2013).

Zain, Dale, and Kehoe (2001) argue that quality should not be a cultural, functional department, but rather, it should be a universal trilogy. Tuomi and Ajmal (2011) further state that organisations should not direct a department to work towards quality improvements. Rather, it should be a whole organisational agenda. Talib, Rahman, and Qureshi (2011) agree that customers stand to gain the most whenever the term quality is

mentioned. Customer needs, specifications, standards, and coordination are all impacted by quality. According to Sharma and Hoque (2002), the term quality can be divided into two principles; first as product features that meet customers' needs and second as a freedom of deficiencies. This means that organisations must strive towards better products for high quality and also for better overall quality (Ustuner and Coskun 2004).

Prajogo and Cooper (2010) further state that these same organisations must make sure that their products are deficiency free. Quality also varies by a system perspective effect that influences the definition of the term quality (Scharitzer and Korunka, 2000). This shows that there is no universally accepted term for quality. This is all brought about by different perceptions in terms of what a quality product or service is, and how different people view quality as product orientation, production orientation, customer orientation, competition orientation and value orientation.

Fryer et al. (2007) came up with a very comprehensive, 14-point guideline on quality improvement which applies to any organisation including public sector organisations. This means that they must be ready to reject old ideas and be willing to adopt new ones; they must be willing to do away with inspection as the default tool for quality realisation; and they must stop focusing on price tags as a mean of evaluation. Hence, organisations must make quality a constant agenda for their business and not a one-off event as this helps with cost reduction.

Moreover, the organisations must demonstrate effective leadership that supports quality products and services. They must embrace good leadership styles which encourage sound environments for the quality production of goods and services and they must ensure that all departments within the organisation are working towards the achievement of a common goal (Cooper, 2010). They should set targets for employees and come up with creative ideas as to how quality can be realised within the organisation. The employee, at many times needs not to be blamed in case the organisation is performing poorly. Top management remains responsible for effective policies. Organisations must do away with strict work standards and leave the leaders to do what they are supposed to do in terms of inspiring their followers to work towards quality products and services. Organisations must also ensure a strong relationship between supervisors and their employees, as this is where most problems occur.

Prajogo and Cooper (2010), stressed that the supervisor's main role should focus on quality and not management by objectives. They must offer regular training for employees to reach the required standards of production and services. Organisations must attain quality, not at the department level, but as an overall goal. Zairi (2002), quality can be observed from two perspectives; narrow and broad. organisations that focus on narrow perceptions only think of product quality, but for those that focus on broad perceptions the quality of work is as important as the quality of service, information, processes, divisions, people, system, organisations, and objectives.

Ustuner and Coskun (2004) stated that quality comes to mind, the following must also come into focus: the development process, the design process, production and service quality and their related costs. Thought must be given to how these aspects will impact on customer satisfaction. The researchers proposed the need to come up with a comprehensive definition of the term 'quality', as they felt that Ustuner and Coskun's (2004) definition did not sufficiently address the situation concerning the scope of total quality. Two aspects seem very challenging in bringing out the full definition of the term 'quality', and these are business excellence. Hence, achieving quality requires commitment from everyone in the organisation.

2.1.2 Total Quality Management

Total Quality Management (TQM) is the key concept in this thesis. This aims to establish a better understanding of TQM with particular reference. Researchers (Lai, Weerakoon and Cheng 2002; and Moreno, Morales and Montes, 2005) argues that public sector organisations should adopt TQM to achieve their visions. Hughes, Williams & Ryall (2000) further argues that organisations must first embrace TQM before they can embark on any structural management process. For the public sector to realise performance, Sila (2007) maintains that they must first embrace total quality management. Fawcett (2000) argues that the TQM is a process that focuses on the people in an organisation and on empowering them to "get it right first time". In the same vein, Raghavendra, et al (2019), any organisation, regardless of motives and sizes, can apply TQM. This means that organisations, in the private and public sectors, are using TQM, to make them effective in fulfilling the demands of their customers.

Al-Qahtani, et al (2015) studied the impact of Total Quality Management (TQM) practices and strategies on organisational performance. TQM is defined as a strategy that

essentially aimed to establish and deliver high quality products and services that cover all customers' demands and achieve a high level of customer satisfaction. This further discussed the implementation of TQM in Pakistan and explores the relationship between the effective implementation and organisational performance. The findings revealed that TQM in Pakistan was implemented in three categories of implementation methods which are; quality control, quality assurance and continuous improvement. The results indicate that TQM has two organisational performances, either is TQM practices effect the organisational performance, or it hinders organisations to achieve their goals in which this will negatively affect the organisational performance.

Zimon (2016) analysed the impact of TQM philosophy for the improvement of logistics processes in the supply chain. The study is based on an analysis of the literature on the issues of quality in logistics. It is based upon an analysis of key publications on the definition, implementation and application of TQM in logistics. The result of the work is to highlight the areas of logistics management in which the implementation of modern quality management systems can be crucial for joint development. Hence, the implementation of TQM philosophy promotes the integration of the supply chain, builds positive relationships with customers, improves the level of logistics customer service and develops logistics subsystems.

Noe et al., (2012) noted that total quality management is a companywide effort to continuously improve the way people, machines, and systems accomplish work. However, Gopalan (2014) stated that 'this philosophy of management was well suited to the assembly-line processes developed by Henry Ford and widely copied in America's private and public sectors. TQM is based on the concepts of 'customer orientation, leadership commitment, full employee participation, organisation-wide focus on improvement and a global vision' (Weinstein, 2009). Total quality management uses resources, techniques and management skills to improve the organisations performance (Brown, 2011). The process is planned and strategically thought out.

Yusof and Aspinwall (2000) identified some well-defined steps that should be followed by organisational leaders aiming to bring about total quality management (TQM), such as: 1) Inspection - There must be some inspection process which ensures that the product or service delivered is of high quality; once these steps are complete, the organisation might then embark on new products and services. Simple inspection

processes were used to ensure the quality of the product; 2) Quality control - To deliver quality products and services, leaders should be ready to offer their employees relevant tools and services aimed at performing these tasks. Here, the focus on inspection is irrelevant, but the whole process remains the same. 3) Quality assurance - This is achieved by being more proactive rather than reactive, and this is a function of quality planning; and 4) Total quality management - To attain full, guaranteed quality, many organisations rely on previous products and services to maintain their quality.

Al-Damen (2017) studied the impact of TQM implementation on organisational performance. The results show that TQM has positive impact on organisational performance. The TQM practices as medium category (3.641). The average value of the respondents' perception about the extent of implementation of TQM principles were ranging from 3.592 to 3.975, with standard deviation that ranges from 0.721 to 0.554. Hence, there is no statistically significant impact at ($\alpha \leq 0.05$) of TQM principles on customer focus, process management, supplier management, employee involvement, fact based management, leadership, strategic planning and continuous improvement on organisational performance, such as: operation efficiency and employee satisfaction).

According to Sureshchandar, et al (2001), public management can be defined using three main definitions. The first refers to politicians and the civil service. The second refers to structures and processes of executive government, for instance the use of TQM, while their third definition indicates that public management refers to structures, processes or activities. Before the term public management came into common use, many used the term 'public administration'. In his definition of public management, Kaynak (2003) mainly focuses on the first two terms. The present day business climate has changed its perception of total quality management (TQM), and many have fully incorporated the concept into their business structures.

Al-Wasat (2009) noted that government reforms in Bahrain have been influenced by total quality management (TQM). Most government instructions in Bahrain focus keenly on customers and actors have realised the importance of teams in quality management and improvement. This change has been driven by new efforts to accentuate the importance of TQM in academia. TQM should mainly focus on a specific set of management procedures as opposed to a general movement or a management philosophy (Ustuner and Coskun 2004).

According to Sharma and Hoque (2002), TQM strengthens organisations through strong leadership, a strong culture, incentives, motivations, groups, and teams. The organisation has a responsibility to make sure TQM is implemented well and efficiently (Train and Williams 2000). Despite the potential of TQM, many public sector organisations shy away from implementing it since it is considered a management fad (Lai, Weerakoon and Cheng 2002). However, for governmental institutions, TQM is a reliable way to improve the quality of products and services (Scharitzer and Korunka, 2000).

Bahrain's public sector faces immense pressure to ensure it delivers services on a TQM basis. Fernandez and Rainey (2006) define total quality management as a system used to integrate quality development and quality maintenance in a bid to improve production, marketing, and service operations which, in the long run can satisfy customers. The constant evolution of environmental conditions has made TQM evolve through different stages (Johnson and Scholes, 2001). A teach stage of its evolution, TQM planners make sure that they try to come up with a new quality TQM approach that is more effective. Balogun and Hope (2004) maintain that the evolution of quality occurs across three main stages as follows:

Stage 1- Non Quality Control: This stage has its roots in the industrial revolution through to the end of the Second World War. INEM explains that this stage was mainly defined by pure explanations and problem solving beginning with production processes. This stage concentrated more on final products and ways to drive down volumes of defective items. The approach resulted in new statistical procedures that conformed with early specifications (Petersen, 1999).

Stage 2-Quality or Quality Management Stage: Claver et al. (2001) state that this stage was popular between the 1940s and 1970s. It is during this period that the Japanese economy reached its climax. This stage also saw the emergence of Deming's Model. During this stage, internal and external customer satisfaction became very common. All quality was linked to customers. Deming's model specifically focused on the following key attributes (Sharma and Hoque, 2002), these are: 1) The importance of classification and measurement of customer requirements; 2) The creation of supplier partnership; 3) The use of functional teams towards identification and problem solving; 4) The soliciting of employee participation; 5) Enhancing skills through participation; and 6) Striving for continuous improvement.

Stage 3-Total Quality Management: This started in the 20th century and went on to the 21st century. This stage tried to incorporate all departments within organisations in designing and effecting policies. The TQM stage describes quality as employee participation and the sharing of responsibility. TQM brought about the expansion of quality concepts, which merged the three main theoretical focuses, beginning with quality assurance and finally incorporating TQM (Wicks, 2009).

According to Ahmed and Ali (2016), many organisations have now turned their attention towards quality and quality management and most now focus on how to integrate both of these approaches into all areas of the business. The researcher believes that this is the surest way to achieve high-quality products in based on continuous efforts from all employees. Alford (2001) asserts that the whole concept of TQM is important for organisational development, as it provides direction in terms of how to offer customer satisfaction, how to maintain growth, and how to realise competitive advantage. The literature provides many definitions of the terms quality, quality management, and total quality management. Studies (see Petersen, 1999; Rees and Doran, 2001; Ring and James, 1985) on organisational learning have proved to be very effective in shaping and re-modifying performance strategies.

Bensingher (2000) defines quality culture as a positive environment which allows employees to exert positive commitments in all areas of their operation including systems, processes, products, and outcomes. There are two very important aspects an organisation needs to adhere to in order to sustain a quality culture. The first is constant employee education and persistent training. Bruhn, Zajac, and Al-Kazemi (2001) link quality to employee empowerment. The researcher further maintains that organisations need to strictly work towards employee and customer satisfaction while at the same time, creating value for shareholders.

Any organisation, small or large, working without a quality management approach can expect to struggle (Coyle-Shapiro and Kessler, 2000). Given its advantages, no organisation should operate without quality management. This approach helps to drive customer satisfaction, employee job satisfaction, profits and sales volumes. TQM can also help an organisation work towards realising a stable organisational culture and heightening of performance (Ahmed and Ali, 2016). GCC countries have largely been affected by several movements which have indirectly affected interest growth and TQM

implementation programs. Despite the GCC member countries paying more attention to nationalisation agendas, many public sectors still complain of male dominance and low skills availability (Ahmed and Ali, 2016). More and more GCC countries are diverting their attention away from the oil-driven economy to other economic approaches such as commerce (Sadikoglu, 2008).

Ahmed and Ali (2016) observed that the huge oil revenue enjoyed by countries such as Saudi Arabia and Bahrain has helped establish domestic and global firms in the region, and these nations seek to become leaders in the global money markets. The researchers asserted that such competition should be encouraged mainly due to its competitiveness in both domestic and global developing markets. They are united by their ambition to meet TQM ISO 9001 quality standards. Development agendas in GCC countries are solely driven by the need to industrialise and diversify away from the oil economy. This has led many of these countries to specialise in business and socioeconomic growth. Some authors (see Claver et al., 2001; Sharma and Hoque, 2002; Vass and Doris, 1999; Yusof and Aspinwall, 2000) assert that TQM is the only leading management policy organisations can rely upon to improve both their position and performance in the business environment. It is extremely difficult to measure the impacts of TQM implementation along with other, related business strategies.

Alghamdi (2018) analysed the total quality management and organisational performance and possible role of organisational culture. TQM has been identified as a key driver of organisational performance in public and private organisations. Organisational culture, along with TQM, has investigated to understand its contributions to organisational performance. The purpose of this study is to examine the relationship between TQM and organisational performance, taking into account a moderating effect of organisational culture. The Pearson correlation analysis revealed that the relationship between TQM and organisational performance is a positive and statistically significant. Hierarchical regression analysis and structural equation modeling (SEM) showed that the interaction of TQM and organisational culture was statistically significant and positively related to organisational performance.

The success of TQM in the private sector is what led public administrators to consider applying it from the early 1980s (Zink, 1998). The two approaches are now widely used in many government institutions. TQM has helped many developed countries

to get where they are right now. Strategic management should be considered as a mechanism through which organisations alleviate their strategic objectives. Ahmed and Ali (2016) observed that, compared to previous strategic management, current approaches are more demanding, especially in terms of resource allocation, budget, knowledge management, and control and evaluation processes.

In 1980, was marked with the initiation of new strategies in business management, and this was through the launching of new TQM approaches (Petersen, 1999). Increasingly, more public administrators continue to discover the importance of having effective and efficient TQM in their daily business operations. TQM is now widely embraced across the globe (Rusaw, 2007). TQM can also be traced from the private sector. Statistical Quality Control, developed by Walter, forms the foundation of TQM. It was further developed (Sharma and Hoque, 2002) in the 1930s (see Sharma and Hoque, 2002). TQM is now a comprehensive management approach courtesy of several studies conducted by Kotter (1996). Petersen (1999) and Ring and James (1985) argue that TQM critics refer to it as a “resurrection of Taylorism”, or a glorification of scientific management” as opposed to viewing it as a new concept in organisation management. However, its supporters refer to it as a new philosophy of management (Zink, 1998; Vass and Doris, 1999; Bensinger, 2000).

Aldakhillah et al. (2002) pointed out that many European Union countries, especially in the UK, largely use TQM in public administration programs. Many countries have discovered the importance of working with both TQM and strategic management hand in hand in meeting organisational objectives. Roberts (2000) observed that the US first considered strategic management planning in the late 1980s. At this time, the strategy was mostly being used by local government authorities. Poister and Streib (2005) stated that a survey conducted in 1995 revealed that close to 60 % of state agencies considered the use of strategic management in most of their planning. Despite not being mandatory, many governments felt the urge to use TQM. However, Llewellyn and Tappin's (2003) studied strategic management planning revealed that close to 44% of municipal governments with over 25,000 populations conducted their operations guided by strategic management planning.

Moreover, the Government Performance and Results Act (GPRA) of 1983, helped with the initiation of strategic planning in the US at the federal level. Rusaw (2007), GPRA

required the federal agencies to come up with strategic planning which could be linked to budget and conduct measurements. Roberts(2000); Rees and Doran (2001) observed that Ireland, Australia, Canada, New Zealand, and Taiwan's public sectors strictly apply strategic planning in all their operations. Many countries started applying TQM strategies from the late 1990s. Countries discovered the importance of coming up with laws to guide the whole process of strategic planning implementation.

According to DPT (2006) reports indicate that it is the responsibility of public administrators to come up with effective strategic plans to oversee the implementation of organisational missions and visions for the future. It is also their responsibility to ensure that they come up with effective and measurable strategic goals. Lastly, the public administrators must also ensure that they carry out measurements and conduct monitoring and evaluation according to pre-determined indicators. The main problem facing both strategic plans and total quality management (TQM) is the lack of a robust relationship and recognition of the similarities and differences (Coyle-Shapiro and Kessler, 2000). According to Darnton (2008), strategic management is a process involving goals for the future (planning) and involves consideration of how and with whom these goals be achieved (resource management). It necessitates the continual management of actions and operations (management and control).

TQM implementation should touch on all levels of the organisation, starting from the higher levels to the lowest, in a bid to change the entire work process (Darnton, 2008). The TQM works based on the belief that it is possible to avoid mistakes while at the same time preventing defects. TQM has the ability to improve people, processes, technology and leads to improved performance across the organisation (Fernandez and Rainey, 2006). The resulting solid improvement in performance can withstand the future and is built not only on results, but the constant improvement of capabilities.

According to Raghavendra, et al (2019) noted that the quality of final products and a service is a strategic competitive variable for an organisation. The findings revealed that many tools and techniques have been developed to support the process of quality improvement and some of these tools are useful in specific situations. Many companies are engrossed with the tools, forgetting that the tools are there for a specific purpose. Finally, TQM has been developed by organisations, as a philosophy, emphasising the need to provide consumers with high quality products and services, eliminate waste,

reduce lead times at all stages of production, reduce costs, develop people and improve continuously. Majority of respondents were of the opinion that TQM did help to improve their efficiency at work.

Moreover, faulty systems and processes allow people to make mistakes in TQM implementation (Hasan & Kerr, 2003). This means that changing the processes with which the defaults are associated with can go a long way to establishing the causes of mistakes and further working towards identification and elimination (Johnson and Scholes, 2001). The following mechanisms can be used to prevent the occurrence of mistakes in any TQM planning: 1) Working on all defects through mistake-proofing; 2) Detecting mistakes early to prevent them from being passed down the chain. This can be achieved by inspecting the source, or by considering the next level of the operation; and 3) Preventing more defects from occurring. The entire production process needs to be stopped until the process is corrected. Before implementing TQM processes, it is important to first assess the organisation's current environmental conditions (Kotter, 1996). Such conditions are very important when it comes to helping leaders learn. The important considerations here are organisational history, organisational needs, the precipitating events leading to TQM, and the existing quality of working life for employees.

The TQM implementation should be delayed, if the current reality fails to merge with that of the vision of TQM (Llewellyn and Tappin, 2003). It is easier to implement TQM where the organisation's track record suggests it is responsive to the environment in which it has been able to successfully change (Petersen, 1999). Employee skepticism and a lack of skilled change agents are mostly experienced in cases where an organisation continually experiences some form of historical reactiveness, or completely lacks skills to effect system improvement. Such a situation is very dangerous, and often calls for the institutionalising of all program management and leadership development (Rees and Doran, 2001). An assessment of the current levels of organisational functioning areas that need to change should be undertaken through auditing. Before commencing any TQM implementation planning, leaders need to ensure that their organisation's current environmental conditions are commodious to TQM (Sharma and Hoque, 2002).

Leaders are also advised to maintain their TQM implementation plans if the organisation faces the following conditions: an unstable funding base, weak administrative systems, and a lack of managerial skills or low employee morale (Sadikoglu, 2008).

Leaders should also be smart when it comes to measuring the level of stress in their organisations, as not all stress is conducive to TQM initiation. To make change a realistic process, leaders must be able to make their followers appreciate the change and to be willing to follow (Symons and Raymond, 1995). This often occurs at lower levels of the organisation, especially when entrepreneurs operate outside of standard approaches to resolve a problem or a crisis, or to galvanise an event. It can help to create a sense of urgency, which is important in mobilising people to work.

Total Quality Management (TQM) is often motivated by the demand of consumers or other stakeholders who demand quality products and services (Todnem, 2005). It is the responsibility of leaders to intervene in such a crisis by coming up with a new vision and by effectively addressing the issues affecting the organisation. TQM implementation is necessitated by the need to make strategic decisions (Vass and Doris, 1999). Any leader who is ready to take risks, implement new ideas, and lead followers should be considered valuable. Action vehicles, mechanisms, or structures are some of the key components to change in any organisation level (Wicks, 2009). The key steps involved in managing new TQM systems should involve task identification, management structure creation, formulating new strategies, designing communication mechanisms and resource assigning (Yusof and Aspinwall, 2000).

Task identification should include studying the present conditions by making assessments of current realities. A readiness assessment should be carried out, whereby leaders try to create a model of the desired state before implementing TQM. The change goals must then be announced to the organisation and responsibilities and resources must be assigned (Zain, Dale and Kehoe, 2001). Leaders need to secure outside consultation, develop training, and assign employees responsibility for overseeing the transition of the process. This work should be effectively carried out by top management. It is also the responsibility of top management to design a transition management structure. Alford (2001); Bensinger (2000) maintains that leaders should play a significant role in all of these functions as opposed to relying on others. For change to be communicated effectively, leaders need to develop a culture of undertaking mechanisms further beyond existing processes (Burnes, 2004).

Organisations should also hold special all-staff meetings attended by executives who are normally choreographed as input or dialog sessions in kicking off the process of

strategic planning and TQM implementation (Claver et al., 2001). Special general meetings intended for input or dialog and attended by executives may be used to start the process. TQM newsletters may be a useful ongoing communication tool to keep employees aware of activities and accomplishments (Burnes, 2004). Prior relevant experience and a commitment to adapt the process to fit the unique organisational needs should be the main criteria used to select consultants. The initial training of staff and TQM design does not affect consultants as much as management. This means that they should always be actively involved in TQM implementation and after undergoing training they should also pass the acquired skills down to operational staff (Fernandez and Rainey, 2006). It is also important to establish a collaborative relationship with consultants and to clearly define roles and specify activities. To sum up, leaders need to review preconditions and the existing state of the organisation to ensure that the need for change is clear and that TQM remains an appropriate strategy (Claver et al., 2001).

Both the leadership style and organisational structure need to be congruent with TQM. If they are incongruent, the process of TQM implementation should be put on hold until more promising conditions prevail. Leaders must remain committed. They must keep the process visible and offer support. They must hold staff accountable for results since this is a difficult, comprehensive, and long-term process (Coyle-Shapiro and Kessler, 2000). Leaders are also required to effectively use clients, referring agencies, and funding sources in a more accountable manner when they try to maximise employee involvement in the design of the system. In addition, the following common assumptions need to be observed when formalising a TQM discipline and a philosophy of management as these are key to institutional plans and continuous improvement (Llewellyn and Tappin, 2003). It is often assumed that quality is the outcome of all activities that take place within an organisation. To realise both systems and culture, quality organisations need to involve all their employees wholeheartedly in the process.

Alofi and Younes (2019) conducted a study to investigate the total quality management (TQM) implementation in the manufacturing sector in Saudi Arabia. The study highlights that the International Organisation for Standardisation (ISO) 9000 is the most implemented model within the manufacturing sector. However, this sector is still facing numerous challenges in the adoption of TQM such as; the disagreement as per the importance of TQM, the difference in the professional and technical know-how, weaknesses in the training and development systems, and the limitations that plague the

institutional frameworks. Hence, there is a lack of financial resources to invest in the TQM processes, as well as the negative implications of the development model.

Masudin and Kamara (2018) analysed the relationship and practices of Just-in-Time (JIT), Total Quality Management (TQM) and Supply Chain Management (SCM) on firms and their impacts on operational performance, which in turn impact organisational performance. The method used in this work is by gathering information relating to the practices of JIT, TQM, and SCM from different journals and articles based on the survey of various researchers. The source of articles used in this study is popular journal databases such as Google scholar, EBSCO Host, science direct, Emerald, Springer Link and Scopus. From the databases, 65 articles related are collected and reviewed. The results showed that JIT, TQM and SCM practices in both manufacturing and service industry individually and jointly impact organisational performance.

García, et al (2016) noted that the positive relationship between the adoption of total quality management (TQM) and an improvement in corporate performance. The researcher focuses on identifying the relevant factors that drive executives of construction companies to adopt total quality management (TQM). Specifically, it analyses the extent to which company managers' expectations of the impact of TQM on their business performance determine whether they will adopt TQM or not. The results show that expectations concerning financial improvement, environmental issues, and the satisfaction of customers and employees drive company managers in the construction sector to adopt total quality management (TQM).

Moreover, many researchers considered total quality management (TQM) as the leading management philosophy that improves company's position and their performance. Accordingly, it cannot be generalise about the extent to which the implementation of TQM along with related business strategies actually impact organisational performance. The study presents a discussion of issues related to the complementary approach of TQM and strategic process. In that manner, research study was mainly based on quantitative data conducted to obtain empirical results in order to investigate the relationship between total quality management and strategic management (Kantardjieva, 2015). Hence, understanding of obstacles that hinder the implementation of quality programs can help the organisation to focus on future management activities, to maximise productivity and company performance.

The literatures concerning Total Quality Management (TQM) highlighted the limitations of the research and identified common themes and findings, as well as contradictory and inconclusive findings. The outcomes of the literature reviewed form the basis for the development of the frameworks underpinning this study. The first stage in developing the framework for this study is the identification of the themes and significant findings in the existing research, and of the research approaches used previously. The second stage aims to identify the opportunity for new learning and research. This will then be used to develop the research approach and focus for this study.

Table 2.2

Summary of the TQM Review with Seminal Findings

Author/s	Main Elements				
	Year	TQM	Strategic	Leadership	Culture
Al-Qahtani, et al	2015	✓			
Zimon	2016	✓			
Al-Wasat	2009	✓	✓	✓	✓
Al-Damen, et al.	2017	✓			✓
Garcia, et al	2016	✓			
Noe, et al.	2012	✓			
Raghavendra, et al	2019	✓	✓		
Ahmed and Ali	2016	✓	✓		✓
Alofi and Younes	2019	✓			
Kantardjieva	2015	✓	✓		✓
Alghamdi	2018	✓			✓
Raghavendra, et al	2019	✓			
Poister and Streib	2005		✓		
Fernandez & Rainey	2006		✓		
Masudin and Kamara	2018	✓	✓		✓
Darnton	2008		✓	✓	
Sharma and Hoque	2002	✓		✓	✓
Cooper, 2010	2010			✓	

The foregoing studies and literature shown are closely related to the present study such that all studies focused on the TQM, strategic management, leadership and culture. Some cited public sector organisation, structural management process, leadership commitment, and organisation performance were also presented. Table 2.2 presents the summary of the TQM review with seminal findings. Al-Qahtani, et al (2016) studied TQM practices, quality products and services, customer's satisfaction, organisational performance, quality control, quality assurance and TQM practices. On the other hand, Raghavendra, et al (2019) focused on TQM implementation, quality products and

services. However, Zimon (2016) studied TQM in logistics, logistics management, quality management systems, supply chain, customer service and develops logistics subsystems. Al-Wasat (2009) quality management and improvement. Al-Damen (2017) focused on TQM implementation and organisational performance. Ahmed and Ali (2016) studied customer satisfaction, employee job satisfaction, profits and sales volumes, TQM implementation and organisational culture. However, Alghamdi (2018) analysed the implementation of TQM, organisational performance and organisational culture. Likewise, Alofi and Younes (2019) studied TQM implementation. In the same vein, Masudin and Kamara (2018) studied TQM implementation, operational performance, organisational performance, and supply chain management practices. Darnton (2008) noted that strategic management is a process for future (planning), and operations involving management and control.

However, Kantardjieva (2015) focused on TQM implementation,, strategic management and organisational performance. García, et al (2016) studied on TQM implementation, customer satisfaction, and impact organisational performance. Moreover, Sharma and Hoque (2002) discussed that TQM strengthens organisations through strong leadership, a strong culture, incentives, motivations, groups, and teams. Cooper (2010) studied good leadership styles which encourage sound environments for the quality production of goods and services. Noe et al., (2012) believed that TQM is a companywide effort to continuously improve people, machines, and systems. However, Fernandez and Rainey (2006) noted that TQM is a system used to integrate quality development and quality maintenance.

2.1.3 Strategic Management

Organisational strategic change should mainly focus on two key aspects: organisational, fundamental change and future direction. Darnton (2008) defines change management as a structured and systematic approach directed towards achieving a sustained change in employee behaviour within the organisation. The current organisational environment is less gentle, more complicated, more interconnected and more dynamic and this has led to extreme conditions that demand major changes. It is now difficult to change the current conditions and to adapt and learn (Hasan& Kerr, 2003). To fit the current environment, businesses have no other alternative but to adopt these strategic changes (Ahmed and Ali, 2016).

The main function of strategic change is to ensure that the organisation is headed in the right direction. Fernandez and Rainey (2006) define strategic change management as the processes, tools, and techniques which are brought together to manage employees of a business with the main goal of realising organisational goals. Burnes (2004) defines change as the effective management of a business. The author further maintains that, for the initiative to be successful, leaders, managers, and frontline employees must successfully work towards successful implementation of the change process.

Yusof and Aspinwall (2000) maintain that, at times, despite the best intentions to drive organizational change what is delivered is seldom what was required. Unless leaders learn from others who have successfully implemented new strategic change; creating one's own successful organisational change can prove to be extremely difficult. Ineffective change sponsorship from senior leaders has been noted as one of the major hindrances towards effective change management (Petersen, 1999). The value of a project may be negatively impacted from the moment when it receives poor sponsorship (Burnes 2004). Poor sponsorship has always been linked to stalled and delayed progress, while effective sponsorship helps mobilise and activate the organization. At times, employees use the absence or dormancy of a sponsor to judge the magnitude of a strategic management plan (Johnson and Scholes, 2001).

Claver et al. (2001) observed that employee resistance could be another major challenge to the successful implementation of strategic change. This has been witnessed in many government institutions. Some of the aspects that contribute to resistance to new strategic management include a lack of understanding as to why change is happening, and fears for job security (Balogun and Hope, 2004). Employee resistance, although not harmless, can cause long-lasting and detrimental effects on the entire organisation. The only way leaders can prevent resistance is by taking proactive steps to mitigate such occurrences. They can also react positively in case resistance occurs.

Another aspect that can also hinder organisational change is poor support and alignment with middle management. Zain, Dale, and Kehoe (2001) noted that there two main factors that may lead to reluctance amongst middle managers to support change when it fails to match operational objectives and the anticipation of negative impacts from their day-to-day operations. Some authors (see Vass and Doris, 1999; Sharma and Hoque, 2002; Coyle-Shapiro and Kessler, 2000) have noted that most middle managers

often refuse to lend their support to change by refusing to communicate the required information to their followers. The targeting of middle managers is perhaps the only way of ensuring an organisational change process can succeed (Johnson and Scholes, 2001). This is because these managers are tasked with multiple roles which involve: communication, advocating, coaching, and liaising. Given the weight of their responsibility, managers can enjoy success if they are fully engaged with any change process. Todnem (2005) asserts that it is clear that if middle managers resist change, their followers will too.

A lack of change management resources and planning are identified as other common barriers to change (Kotter, 1996). There are several factors which can lead to this situation, and these include insufficient resources, a lack of a formal change management approach, and a lack of change management knowledge within the team. Fernandez and Rainey (2006) observe that, without resources, it is very difficult to realise change management goals. There should also be adequate provision for planning. Another common aspect is that a change management process is not a holistic practice, and the results are unpredictable. The management of employees, as well as of resources correlates to the total value of what a project can deliver (Todnem, 2005).

According to Ahmed and Ali (2016), the economic setting is fluctuating quickly. This fluctuation is described by phenomena including globalisation, varying investor and client demands, and constantly increasing market competition. For organisations to successfully compete, they must constantly seek to improve their performance through cost reduction, innovative processes, and products. They must advance their productivity, focus on quality and monitor market speed (Burnes, 2004). Strategic management is a continuous process that does the following. a) Assesses and controls the business and sector that an organization is involved in; b) Evaluates competitors and sets aims and approaches to meet every potential or existing competitor; c) re-evaluates strategy quarterly or yearly to find out how it has been adopted and if it needs to be replaced by another strategy.

According to Todnem (2005), the key objectives that businesses should strive is to reach must have a competitive edge and should heighten the firm's performance against competitors. Strategic management can be dependent on the company size and the tendency to change its business setting. As a result, an international organization may adopt a more structured strategic management approach owing to its large size and the range of operations involved. Stakeholder requirements and views must also be

considered. The manner in which global companies come across strategic issues can affect their growth and development (Zain, Dale and Kehoe, 2001). It is understood that it is mandatory for a strategic framework to address key concerns including infrastructure limitations, proper levels of technology, resource bases, as well as the input of raw materials.

Most recently, many studies have made efforts to look at firm performance. The way a company adopts its programs and policies and the way in which it achieves its strategic goals as regards vision and mission are vital (Kotter, 1996). In most public sector companies, managers are becoming increasingly aware that the sources of competitive edge include: original products and services, ideal public relations strategies, high-tech, and the existence of the right system to attract and manage the company's human resources.

As evident in the modern-day business world, it is clear that the pace of change in business settings comes with new challenges (Ahmed and Ali, 2012). Thus, it is essential to find a solution, particularly for microfinance organisations, if they are to sufficiently meet their targets (Todnem, 2005). Thus, many organisations need to start making exclusive brands by applying innovative ideas to create customer-friendly services and products that will result in competitive advantage in terms of brand choice and customer sureness (Burnes, 2004). In spite of this, very little research has looked at the impact of strategic management on firm growth and development. To close this gap in research, the current study seeks to empirically examine how strategic management can be employed by Bahrain microfinance companies to develop growth and development plans effectively.

The current study will inspire microfinance company executives and policymakers to understand strategic management as a useful instrument that increases performance based on making strategic decisions. Further, the current study provides answers to the factors that constrain the adoption of strategic management in microfinance companies to grow and enjoy success (Fernandez and Rainey, 2006). Any strategic management approach should strictly focus on present and future environments. The aim should be to formulate organizational objectives and to implement and control decisions based on agreed objectives. There should be a strong focus on how these objectives can be achieved in present and future environments (Yusof and Aspinwall, 2000).

Organisations should prioritise strong strategic management if they wish to develop strong internal strengths. In doing so, it is likely that such organisations will stand a higher chance of gaining competitive advantage and minimising external threats and problems that arise as a consequence of not having in place a quality strategic management plan (Todnem, 2005). Strategic management plans help managers establish the organisation's long-term direction. Such plans help to fix specific performance objectives and develop strategies to achieve these objectives regardless of the internal and external conditions. They help managers execute their action plans (Balogun and Hope, 2004). A sound strategic management plan often helps the organisation realise its goals by making the leaders understand the main objective of the organisation. Objectives act as a landmark for achieving both short and long-term goals. To achieve such goals, matters need to be carefully dealt with through the alignment of organisational objectives with employee objectives.

Burnes (2005) links strategic management to approaches geared towards strict decision making and discusses how these decisions should be implemented. Ideal strategic management needs to be divided into three sections: strategic choice, evaluation, and implementation (Coyle-Shapiro and Kessler, 2000). It is always safe to match the current environment an organisation is operating within to the current strategic management plan. This is very important as it helps the organisation realise benefits whilst enabling it to deal with problems that may arise when working on the same plan (Fernandez and Rainey, 2006).

A perfect strategic management plan often helps an organisation set up organisational objectives, and provides clear guidance as to how each process needs to be undertaken, making managers/leaders and members of the organisation more vigilant to fresh opportunities and threatening developments (Rees and Doran, 2001). Such vigilance also helps overcome risks and uncertainties. A strong strategic management plan drives organisational success (Vass and Doris, 1999). Through strategic management, the quality of business decisions is heightened. Such a plan builds a more proactive management stance and unites the organisation. According to Balogun and Hope (2004), supporting the creation of a relentlessly evolving business model that will yield sustained lucrativeness for the business is essential.

Fernandez and Rainey (2006) encourage the use of a strategic management

approach where any manager at any business level interacts with planning and adoption with significant behavioral consequences. These behavioural consequences are similar to those associated with participative decision-making. Moreover, notwithstanding all these benefits, the ultimate persuasions of using strategic management is the monetary benefit relating to successful practitioners (Zain, Dale and Kehoe, 2001). Chief executives can equitably anticipate greater competitive and fiscal success. This fact has been statistically established along the following lines: sustainable growth rates, the constant introduction of new products and product lines, an upturn in relative market share, increases in customers and seasonal instabilities. It would be accurate to propose that strategic management has come to be more imperative to managers (Balogun and Hope, 2004). Strategic management defines the organisation's mission in particular terms that have made it easier for managers to give their organisations a sense of purpose. Additionally, organisations that practice strategic management are better equipped to forecast the future. Nonetheless, disadvantages are inevitable; and strategic management takes a lot of time and effort to implement. Such efforts often prove beyond the ambitions of existing employees (Coyle-Shapiro and Kessler, 2000). In addition, the margin of error for future forecasts can at times be rather large, for example, predicting profit for the next decade or half-decade, owing to the unpredictable nature of the economy.

Strategic management also needs substantial people and financial investment (Hasan & Kerr, 2003). In previous studies, strategic management has tended to restrict the organization to the most lucid and risk-free opportunities (Ahmed and Ali, 2016). This is because managers might create only the goals that could survive the isolated evaluation of strategic management. Furthermore, attractive opportunities that involve high uncertainty levels or that are hard to assess might be evaded or ignored. Further, different scholars (Burnes, 2004; Coyle-Shapiro and Kessler, 2000; Llewellyn and Tappin, 2003) explain that there are complex reasons behind unsuccessful strategic plans. These include a failure to understand customers, the poor forecasting of environmental reactions (especially those of competitors), overestimating resource competence, and a failure to develop new staff and management skills.

In Bahrain's public sector, corporate strategic management is popular and is defined as the art, craft, and science of formulating, implementing, and evaluating cross-functional decisions. Corporate strategic management plans should strictly focus on organizational specification (Todnem, 2005). Strategic management performs many

functions to coordinate and integrate all the operations of an organisation towards realising both short term and long term objectives (Symons and Raymond, 1995). The main function of strategic management is to lay a strong, solid foundation for businesses, which should subsequently be reflected in each employee's efforts (Fernandez and Rainey, 2006). A strategic management plan should strictly focus on competitive trends and new business approaches.

For successful and profitable performance, organisational leaders need to design their strategic management plans in consideration of competition and the external environment they are operating in (Darton, 2008). Coming up with a strong strategic management plan should not be a one-off process, but rather a continuous planning process. Strategic planning calls for highly qualified personnel to attract the highest and most qualified skills and talents (Bruhn, Zajac and Al-Kazemi, 2001). Most corporate strategies in organizations are usually undertaken by chief executive officers who, after drafting strategies, pass these to the board of directors who either approve or authorize them (Bessinger, 2000).

Strategic management contains two main approaches (Hasan and Kerr, 2003). Though the two may seem to contradict each other, to a large extent, they end up complementing each other. The industrial-organisational approach is the first approach and this is formulated based on economic theory. It mainly specializes in the following constructs: competitive rivalry, resource allocation and economies of scale (Hasan and Kerr, 2003). The approach tries to make assumptions about rationality, self-discipline behavior, and profit maximisation. The second approach is corporate strategic management and this is commonly referred to as the sociological approach. It mainly focuses on human interactions. Google has extensively used this corporate strategy. There are two main errors involved in this type of strategic management practice and these are cost under-estimation and benefit overestimation. Leaders often work with the approaches that receive approval from the main body.

Corporate strategic management plans often act as a control tower for the entire organisation by providing direction to any operation it conducts (Bruhn, Zajac, and Al-Kazemi, 2001). With strong strategic management, an organisation should be guaranteed the following: a strong competitive position, superior service and high product demand, high customer satisfaction and a clear outline as to how to achieve organisational

objectives (Johnson and Scholes, 2001). Every member of the organisation should actively participate in meeting the organisation's missions and objectives. This explains the need for effective communication across the entire process. Communication is essential for bringing clarity to the roles of individuals and to curtail conflicts of interest. To make it more appealing, organisational strategy needs to be divided into these three phases (Rees and Doran, 2001):

Phase 1-leaders need to begin by assessing the current internal and external environmental situation in which the strategy is to operate. This should happen through the determination of the organisation's role in achieving these goals and visions.

Phase 2-the organisation now turns its focus on how it can establish practical and feasible objectives. This stage helps leaders to address unmet challenges, projecting both short term and long term perspectives. This is important in order to make the organisation understand what it should offer to its customers. This stage can illuminate some of the challenges that must be faced in this difficult process (Ahmed and Ali, 2012). This stage is also referred to as the vision statement identification phase.

Phase 3- during this stage, the organisation communicates the set of goals. These are often accompanied by the allocation of necessary resources to accomplish the process. The strategic plan immediately commences after the completion of the above process. There are three processes involved in any strategic management effort (Sharma and Hoque, 2002), such as: 1) Strategy formulation, 2) Strategy implementation, and 3) Strategy evaluation respectively.

These three stages help determine the current market position in terms of where the organisation is headed. They help to determine what strategic measures the organisation needs to make to realise a set of objectives. The formation of any strategic management plan should always be carried out in accordance with these three stages (Symons and Raymond, 1995). Leaders also need to conduct the following processes before formulating any strategy process: primary situation analysis, objective self-evaluation analysis, and a thorough competitor analysis. This should be followed by a complete rollout of organisational objective that should be prosecuted until completion (Ahmed and Ali, 2016). The objectives need to be parallel to the timeline as some may be short-term, whilst others may be long-term.

The objectives should also reflect the current business condition, laying out a perfect strategic plan in terms of on how to handle any eventuality. The main function of a strategic plan is to set out procedures in terms of how the business should achieve its pre-determined objectives. Strategy implementation should only begin once the strategies have been fully determined (Sharma and Hoque, 2002). The implementation process should include the allocation and management of vital resources within the organisation's reach. These will include: financial, human/personnel, time, and technology. For the process to be successful, it is often advised that the particular organisation should establish a chain of command, which should be in place to coordinate the processes (Coyle-Shapiro and Kessler, 2000). Each chain of command should be led by highly experienced personnel at the top of each commanding center.

This is important for ensuring that the process is a success. This stage always demands proper management and observation (Yusof and Aspinwall, 2000). It is also during this stage that the organisation expects to achieve results and make benchmarks comparisons. It also expects to come up with optimal practices and to evaluate the efficacy and efficiency of the entire process. The aim is to control variance and make a proper adjustment if needed. A specific program implementation often demands new resource acquisition, process development and the offering of new training. It must also involve process testing as well as documentation and integration which may further require an organisation to convert ideas into a legacy process (Sharma and Hoque, 2002). This explains why the process cannot be achieved without facing challenges. To effectively counter any short-comings in the main plan, leaders are always advised to formulate a contingency plan.

Such planning can help create a situation that is key to determining the value of the performance appraisal process. Bruhn, Zajac, and Al-Kazemi (2001) observed that the appraisal system has, for a long time, been left to managers and supervisors. Appraisers perform an appraisal to heighten performance, not to blame others since it is worthless and helpless (Balogun and Hope, 2004). The point of performance appraisal is to get managers and employees to work together towards realizing a set of goals to heighten performance. In general, a formal appraisal is carried out annually every six months (Coyle-Shapiro and Kessler, 2000). Performance feedback should be instant and continuous because it impacts future behavior. At the conclusion of the performance cycle, appraisers should focus on preventing problems not evaluating them.

Job values or requirements ought to be based on job evaluation or skills, outlining subsequent job descriptions and stipulations (Petersen, 1999). If an organization establishes performance standards accurately, it will interpret job requirements as tolerable or intolerable employee performance levels (Llewellyn and Tappin, 2003). The things that are easiest to appraise are the least significant about executing a job. For instance, managers can merely describe customer service as "replying to emails within 24 hours or answering a telephone call within three rings," etc. if they want, and appraisers can easily measure this. The thing that might be hard to measure is the general service quality that will attract and retain customers (Johnson and Scholes, 2001). If the clause concerning customer complaints is added, the issue becomes serious. Biased judgment should be eliminated to create room for understanding. The manager should assess the legitimacy of a complaint, thus, the standard is not objective anymore.

It is very hard to measure general customer service. The example above can be taken to a stage where the standards are similar to "peace and war," but the argument here is that the more measurable a standard is, the less significant it becomes. It is easy to quantify what is insignificant but difficult to quantify what is significant, objectively (Hasan& Kerr, 2003). Many tools have been used to heighten the performance of employees (Fernandez and Rainey, 2006). Greater contact among managers and staff take the form of written records, which include incentives or punishment etc. Nonetheless, even perfectly written standards appear to comprise of objective but subjective rulings. Job expectations should often be agreed bilaterally until staffs can monitor or correct themselves (Darnton, 2008). If employees are involved in establishing performance standards, they can be given a chance to offer their opinion. This will, in turn, make them feel involved and can increase job satisfaction (Coyle-Shapiro and Kessler, 2000).

Further, having helped set objectives, employees will be less likely to debate what is expected from them. Jobs involving tasks where qualitative measurement is hard may be successful and should be quantified in terms of how the job is executed instead of using numerical results (Claver et al., 2001)). In any discussion of performance appraisal systems, it is important to bear in mind the role of personal attributes; since these are significant when executing the current job and can influence the potential of a person for a higher position in the company (Burnes, 2004). Whichever deficit, training, and further growth come in place to rescue and heighten the conditions for success. Performance management systems communicate to individuals in a company how to perform their job.

They also communicate the wider organisational culture and values (Claver et al., 2001). To be precise, a performance management system can raise a lack of shared responsibility for achieving organisational objectives. They can also support competition, as opposed to cooperation and, can obstruct the creation of effective teamwork (Coyle-Shapiro and Kessler, 2000).

Despite strategic management being widely applied in the public administration of many countries, the similarities, differences, and interrelationships between both of these approaches have not been widely analysed (Zain, Dale and Kehoe, 2001). This study aims to unearth the differences and similarities between these two approaches as well as to discuss their implications for public administration. Depending on the analysis of the development and implementation of both approaches, it should be concluded that the two are complementary rather than dissonant. Each approach has its potential strengths; making it important for the public administrators to carefully consider each of these constructs.

Existing literature on strategic management (see Johnson and Scholes, 2001; Llewellyn and Tappin, 2003; Ring and James, 1985; Fernandez and Rainey, 2006) points to the significance of linking performance evaluation directly arising out of strategic goals, budgeting and planning. The importance of linking performance management and budgeting has been underlined. In a nutshell, studies on strategic management maintain that it is concerned with three key processes/components: 1) strategic planning, 2) the allocation of resources, and 3) control and appraisal. In contextual definition, this further explained, that:

Strategic planning involves identifying the goals and objectives of the organisation. It is an authorised process that is the foundation of a strategic management process. Strategic planning is concerned with (Llewellyn and Tappin, 2003): reviewing the mission of the company, analysing stakeholders, clarifying company directives, systematically evaluating a company's internal and external environments, identifying strategic concerns, developing the strategy, and developing a company's vision statement.

Allocation of resources. This is the second strategic management component. Resource allocation involves providing the financial, staffing, and capital inevitabilities needed to adopt the strategic plan (Zain, Dale and Kehoe, 2001).

Control and appraisal. This is the last component of strategic management. Control and assessment give feedback throughout and after the adoption of strategic plans. It sees to it that plans are adopted and allows for mid-course rectifications if needed (Yusof and Aspinwall, 2000). Other than the adoption of strategic goals and objectives, the main concern in developing strategic management is the ability to check plans and identify any considerable nonconformity, which is what the control and assessment process does. Last but not least, this process gives data support in adopting strategic planning (Wicks, 2009).

Moreover, strategic management should be traced far from industrial evolution, where leaders tried to come up with strategic and comprehensive management approaches that applied numerous elements of management science. Ahmed and Ali (2016) observed that strategic planning has evolved through various stages from long-term planning to strategic planning and has now evolved into strategic management. Aldakhillah et al. (2002) observed that strategic planning helped many private sectors deal with environmental uncertainty. Surprisingly in the 1980s, the public sector adopted the concept of strategic management to a greater degree than the private sector. Many agree that strategic planning lacks a common definition.

Alford (2001) defines strategic planning as a tool that should guide an organisation towards adjustment to the current environment it is operating within. According to Balogun and Hope (2004), strategic planning is a deliberative, disciplined approach used to make key decisions and drive actions that shape and guide what an organisation should do. A broader definition of strategic planning is given by Bensinger (2000) who suggests it should be a constant process in which leaders try to make present decisions based on the risks they face. The researcher further maintains that these should be decisions should be taken based on facts. This requires leaders to systematically organise the necessary efforts needed to carry out decisions. They must measure the results of their decisions against expectations using well-calibrated feedback.

Bruhn, Zajac, and Al-Kazemi (2001) interpreted Bensinger's definition as the setting up of organisational objectives, organizing work, human and organisational systems; making and implementing plans; motivating employees; evaluating performance; and supervising the progress of implementing the plan implementation. When coming up with strategic management planning, leaders should strictly ensure that it is based on future-oriented ideas and objective analysis that can ensure the existence and effectiveness of

an organisation both in the short and long term (Burnes, 2004). Most strategies seem to be confined to a closed-system orientation of traditional, long range planning and a conventional means of program planning, yet this is wrong. Instead, they should draw their attention to strategic planning by identifying and responding to the most fundamental issues that seem to be affecting their organisations (Claver et al., 2001).

To realise these, organisations need to first clearly define a vision and mission, followed by the subjective question of purpose. Last but not least the competing values that influence the mission and strategies should be set (Coyle-Shapiro and Kessler, 2000). This should also be referred to as the SWOT analysis. Most strategies tend to be affected by political motives; something that makes most organisational leaders shape their goals and visions politically. This is referred to as stakeholder analysis (Darnton, 2008). It is very important to distinguish between strategic planning and strategic management despite the fact that strategic planning plays a central role in strategic management component. This is because the two are quite different propositions (Fernandez and Rainey, 2006).

Hasan & Kerr (2003) agree that strategic planning is the backbone of strategic management. The researchers further maintain that for any successful implementation of strategic management, organisations must be ready and willing to assess their organizational capacities in such areas as managerial capability, power structure, culture, leadership, organisational capacities such as administrative capacity, power structure, culture, organisational structure. This is vital since it helps ensure the successful implementation of organisational strategic management (Johnson and Scholes, 2001). With effective strategic management, it is very easy for an organisation to develop and plan strategically. Llewellyn and Tappin (2003) maintain that strategies help organisations by ensuring that their strategic plans are implemented and monitored effectively.

Kotter (1996) defines strategic management as a process that involves goals and objectives identification, policy formulation, and strategy selection. These are important towards achieving the overall purposes or mission of an organisation. To ensure that an organisation achieves its strategic objectives, The strategic management plan covers the following main agendas: plans, actions, and policies (Rees and Doran, 2001). Ring and James (1985) refer to strategic management as a dynamic process that requires an organisation to formulate its strategic plans, coordinate its strategic implementation actions, and conduct a thorough analysis of the results. Strategic management is an

administrative process, where leaders try to accomplish various tasks: Creating new management concepts; Creating a vision of where the company should be; Converting the mission into specific performance objectives; Crafting a strategy to achieve the targeted performance; Implementing and executing the chosen strategy efficiently and effectively; Evaluating performance, reviewing the situation, and initiating corrective adjustments in mission, objectives, strategy, or implementation (Symons and Raymond, 1995).

Sharma and Hoque (2002) believe that strategic management should strictly focus on an advanced and coherent form of strategic thinking, while at the same time communicating the strategic vision to the entire organisation. It should also try to focus on the administrative system of the organisation (Sadikoglu, 2008). In this context, strategic management comes about when actions and decisions at every level are driven by a few key strategies deemed vital for enhancing performance in the long term. Thus, it does not come about when top management intervenes to assess consistency (Rusaw, 2007). A public organisation is said to be strategically managed if its management processes (e.g., performance appraisal, HR development, budgeting, system management, etc.) are steered by a strategic plan that has been established by key actors and agreed at all organisational levels by stakeholders.

Strategic management involves adopting strategies and evaluating performance. It necessitates checking trends developed by key players that are communicated widely within the organisation and between external stakeholders (Sadikoglu, 2008). Strategic management is concerned with implementing strategies and measuring performance as well as monitoring trends and finding emerging concerns that might need strategic actions (Claver et al., 2001). There are different takes on strategic management, but the majority of models agree on the following elements. Strategic management is signified by strategic planning even though it is not restricted to it. It also combines budgeting and planning, and its successful adoption needs an evaluation of organisational capabilities in areas including leadership, management ability, culture and power structure (Coyle-Shapiro and Kessler, 2000).

2.1.4 Quality Management Practices

Dale (2003); Flynn (2007); Atkinson (1990); Omachonu and Ross (2004) believe that to effectively maintain quality management, organisations must be willing to practice quality awards or ISO 9000 quality management systems. The following section will

identify how the tools above can bring about quality management successfully. ISO 9001 is an international standard parameter which provides specific requirements for any quality management practices. It normally requires an organisation to fulfill three standard requirements (Suganthi and Samuel, 2011). 1) Constantly offering products and services that meet customer needs. 2) Following all the regulatory requirements. 3) Improving customer satisfaction through efficiently by applying the entire system as a continuous improvement process of the organisation.

Nguyen et al (2018) analyzed the relationship between quality management practices and sustainability performance as well as the moderating effects from quality management implementation timeline, type of industry, and firm size on this relationship. The findings revealed that four quality management practices that have significantly positive impact on sustainability performance: top management support for quality management, design for quality, quality data and reporting, and continuous improvement. These practices could be considered as critical quality management factors that significantly contribute to sustainability goals. Moreover, the study found significant moderating effects of three contextual factors on the relationship between quality management practices and sustainability performance. Hence, the study enriches the literature on quality management and sustainability management.

ISO does not discriminate its standards to any organisation. Its requirement remains similar regardless of the size and type of product offered by the organisation. This is a process-based quality management system which strictly works using PDCA methodology described in statistics x (SFS-EN ISO 9001:13–15). Most empirical studies articulate that organisations that have implemented ISO 9001 have recorded positive impacts within their operations (Aldakhilallah and Parente, 2002). ISO 9000 standards have brought about many short-term benefits and have been mainly used as quality assurance systems from 2000. Suganthi and Samuel (2011) remained optimistic that the new ISO 9001 standard would bring about more long-term benefits.

All public and service organisations that have adopted ISO 9000 show no significant differences in terms of their performance. ISO 9000 demands similar resources in both public and service organisations. All organisations must be ready to register new resources, foster motivation among employees, and cope with any difficulties brought about by the new ISO 9000 standards (Ahmed and Ali, 2016). Since these organisations

engage in different business activities, the adaptation of ISO 9000 will, of course, bring about significant differences regarding profits realized due to the standard and choice of management practices (Bayraktar, Tatoglu, and Zaim, 2008). Due to the differences between the public and service sectors, it is recommended that the service industries consider the lessons shared from the public sector, since many success stories from the public sector may not be applicable to the service industry. Claver et al. (2001) point out that each sector should develop unique knowledge. Organisational progress towards prospering can also be measured using a nine factor, non-prescriptive framework model known as the EFQM Excellence Model of 1999. This model is suitable for both micro and macro organisations operating in either the private or public sector.

This framework mainly performs its functions by assessing the following nine enablers: people, leader, strategy, policy, resource, partnership, processes, results including customer feedback and corporate social responsibility feedback and lastly key performance results (Brown, Waterhouse, and Flynn, 2003). The nine factors within these frameworks work in tandem with TQM. Anantharaman et al., (2001) suggest that since the approach focuses on customers, results, leadership and the constancy of purpose, management by process and facts. Also relevant are employee building-capacity and involvement, training, innovation, and development.

A survey involving 446 public and service sectors revealed that with the exception of policy and strategy criteria, all other criteria and results in the EFQM Excellence Model make a very significant contribution to this co-existence (Suganthi and Samuel, 2011). Hasan and Kerr (2003) point out that with a balanced approach in the development of enablers; there is a sound correlation between enablers and results which should be maximised to obtain strong results. This model was also tested in a university in Spain and produced positive results, indicating that learning institutions can also use the framework to raise their learning standards (Chong et al, 2009). For the framework to be successful, learning institutional leaders must be committed, inclusive and supportive of their workforce (Zhang 2000).

The private sector to a greater degree than the higher education sector has the upper hand in terms of the use of the EFQM model. The private sector is always under pressure to offer quality services to their clients as opposed to the public sector, which explains why the public sector has been left behind in this process. Improvements in

service should mainly be based on a customer outcomes assessment. UK Higher education shared its experience with the EFQM model and noted that the model is easy to implement. They also noted it is easy to elicit stakeholder commitment since the approach is non-prescriptive. According to Bayraktar, Tatoglu, and Zaim (2008) noted that this framework can help higher learning institutions and public sector organisations produce a more customer-oriented culture. Stringham (2004) supports EFQM efficiency in the public sector through many positive preliminary results.

2.1.5 Quality Management and Management Theories

This section discusses the literature on management theories and organisations connected to quality management. Ahmed and Ali (2016) point out that total quality management can quickly be developed by focusing on management theories that deal with top management leadership or human resource practices such as teamwork, employee participation, training needs analysis and career management. Bayraktar, Tatoglu, and Zaim (2008) maintain that other theories such as contingency theory, resource dependence, evolutionary economics, organisational learning, organisational ecology, and institutional theory should also be considered in the formation of quality management practices. A systems and contingency approach, as well as innovation are also closely related to quality management (Chong et al, 2010).

Chen, Chou, and Hsieh (2002); Claver et al. (2001); Dale et al. (2001) all link quality management to organisational learning and learning organisations. Quality management should be an ongoing and iterative process. Organisations can only claim to be successful in quality management if they manage to be proactive in the face of problems and if they are able to solve problems amicably. As a result of this aspect, Flynn (2007) point out that organisations must be ready to invest in their employees through training. According to Löffler (2002), it is essential for employees to undergo deep, intense training as this helps them to be creative, and to acquire new skills. It helps them retain what they were initially trained in and also helps modify their behavior to match their new knowledge.

According to Lycke (2003), employees given further training will always display different skill sets. Systematic problem-solving skills are important and can only be instilled through a quality philosophy and through Plan-Do-Check-Act (PDCA) practices which mainly rely on facts, and use statistical tools such as histograms and cause, and

defect problems. Additionally, experimental projects skills can be considered to conduct systematic research and to test different knowledge. Therefore, the management are always ready to learn from previous mistakes; a clear indication that the whole quality management program is now a success as it contains a systematic assessment, which is an essential tool.

Claver et al. (2001) add that employees should always be ready to learn from others through benchmarking. Employees should possess the skills necessary to transfer knowledge in an efficient and quick manner. Both the thinking and behavior of members, and the extent of performance improvement can be used as criteria for measuring retrained skills (Anantharaman, Chandrasekharan and Sureshchandar, 2001). Learning needs to be a constant process and not a one-off event. To effectively prepare employees for efficient quality management through learning, it is first important to observe the following main assumptions (Geralis and Terziovski, 2003). It is necessary to create a conducive environment which encourages learning, ordering, the exchange of information and the development of learning forums. According to Flynn (2007), the following questions can help managers assert whether their organisation has benefitted from retraining programs: Does the organisation act on what it knows? Does the organisation avoid repeated mistakes? Does the organisation lose critical knowledge when key people leave? Is the organisation open to discordant information? Lastly, does the organisation have a defined learning agenda?

Chen, Chou, and Hsieh (2002); Claver et al. (2001); Dale et al. (2001) all agree that TQM plays an important role in supporting retraining activities. Aldakhilallah and Parente (2002) made a study on Canadian hospital that implemented continuous quality management revealed that employee retraining played a crucial role in the success of the project. In dealing with organisational renewal, Geralis and Terziovski (2003) found that both TQM and LO mutually complemented each other. Lycke (2003) refers to the two components as mutually dependent. Chen, Chou, and Hsieh (2002) view them as corresponding. Flynn (2007) maintains that employee retraining was an integral part of quality management. Today, most organisational leaders believe that training plays an important role in quality management; hence many have developed rigorous programmes (Omachonu and Ross, 2004). Highly trained employees, according to Boyne et al. (2002), should always portray the following disciplines as personal mastery, mental models, team learning, and systems thinking.

Service firms have a strong connection with quality management practices and employee training. An effective quality management structure means that employee training remains important as opposed to organisations with low effective structures (Caddy and Vintar, 2002). With a quality management structure, it is possible for an organisation to maintain an elite trained group of employees and to produce quality products and services. Such firms have enhanced innovation capacity, and are able to learn from organisational change. According to Ahmed and Ali (2016), employee training is essential because it helps an organisation increase its potential to achieve successful change. This means it can adapt to the environment more effectively.

Claver et al. (2001) tried to differentiate between a learning organisation and organisational learning. They suggest organisational learning is mostly used by academics who are keen to understand how an organisation learns, while learning organisation is defined as a prescriptive concept directed towards practitioners who focus on how an organisation should learn. Hasan and Kerr (2003) associate organisational learning with information and knowledge processing, social construction, or knowledge management. The authors' view of organisational learning is a community practice. Organisational learning should mainly be focused on two aspects: individual memory and organisational memory.

The main reason for this is that what the employees learn should always circulate within the organisation, even if this impacts on employees to various degrees (Stringham 2004). A retrained employee should always display the following characteristics within his or her organisation: 1) Quality professional practice; 2) The possession of excellent skills in documents, accounts, operating procedures, and rulebooks; 3) Share knowledge on how best to conduct organisational operations; 4) Display a strong relationship in both the social and psychological geography of organisational structures; and 5) Always share organisational culture.

Bigelow (2002) asserts that the ideas above remain closely linked to quality management practices, because an effective quality management practice should offer a better system for controlling new and revised systems. Most small and medium-sized organizations record problems formally. Bovaird and Löffler, (2003) point out that this problem is brought about by too much documentation. For instance, extensive quality manuals are considered too lengthy. Zhang (2000) asserts that organisational learning

should mainly focus on development, the exploration of new knowledge and on the utilisation of existing knowledge. Flynn (2007) maintains that the historical PDCA cycle which later came to be changed to the PDSA cycle emphasised the same five phases of continuous improvement which are: designing, implementation, testing or reviewing the results and lastly carrying out actions in line with the results. When applying PDCA to quality management, organisations often seek to inculcate new knowledge while at the same time utilising existing knowledge (Bigelow, 2002).

2.1.6 Systems Approach and Contingency Approach

Bovaird and Löffler, E. (2003) maintain that by as early as the 1970s some public service organisations such as hospitals had already embraced a systems and contingency approach. For instance, during this period, USA consultants tried to help their clients through the application of general systems theory in a bid to unify all functions of the organization. Due to unclear academic terms and theoretical complexity, many supporters of this theory have lost confidence in it. Systems thinking should mainly be used to bring out the full meaning of quality and quality management concepts.

Lycke (2003) point out that there is a need to apply a new paradigm to existing systems theory, especially for non-profit organisations struggling to embrace quality management concepts. The systems approach is a wide concept encompassing special disciplines such as contingency theory, which is referred to as operational application in the systems approach. Usually, an organisation needs only to adopt the contingencies which reflect the current situation in order for effective organisational results to occur. This is stipulated in the organisational theory paradigm (Hasan and Kerr, 2003). Special features considered in the contingencies include Organisational size, environment, and organisational strategy. Chen, Chou and Hsieh (2002) identified some common differences in contingency theories as follows: 1) The relationship between organisational structure and contingency; 2) How organisational structural change is affected by contingency change; and 3) How quality affects performance.

Claver et al. (2001); Dale et al. (2001) considered contingency theory in their research conducted in Bahrain's municipalities which tried to explain the impact of situational factors on the change of operational models and the structure of these municipalities. When quality management and contingency rewards are mentioned, he or she should bear in mind that quality is contingent for customers, as opposed to the way

many people view quality as a pure function of products and services (Bayraktar, Tatoglu, and Zaim, 2008). Another assumption is that quality is all about continuity, which should be perfected across various stages depending on customer feedback.

For an organisation to realise its positive output, it must establish quality communication skills, both internally and externally (Boyne et al, 2002). The effective management of quality should mainly be founded on a more situational approach. To achieve this approach, organisations must first observe different measures (Geralis and Terziovski, 2003; (Hasan and Kerr, 2003) and (Löffler 2002). First, organisations must have a strategic policy-making process, which strictly focuses on a change in information environment ensuring that only quality policies emerge from leaders.

Second, organisations must design and develop a control and monitoring improvement plan, which will help ensure that there is an existing structure in place for controlling, monitoring, and making improvements. According to Zhang (2000), there is a well-established system that helps allocate tasks and a group. The organisation forms a professional service organisation for the standardisation of knowledge and skills and to effect mutual adjustment. Much of the control should be self-control.

Thirdly, organisations should have in place a monitoring and improvement structure aimed at performing the following functions: measuring the detail used in control, monitoring and steering improvement and frequency; ensuring that control, improvement, and monitoring is only managed by professionals; determining customer responsibility in control and monitoring plans. Zhang (2000) explains that innovation in quality management should be viewed as a multidimensional concept, which should be expressed as either radical vs. incremental; product vs. process or administrative vs. technological.

Bigelow (2002) believed that TQM goes hand in hand with innovation. While, Chong, et al (2010) noted that TQM to administrative innovation, refers to real innovations discovered within the organisation. Ahmed and Ali (2016) explain that administrative innovation in the public sector should mainly focus on the dissemination of lean management, which includes bringing about processes efficiency, managing reward systems, and evaluation. Like for example, administrative innovations in the public sector are the dissemination of lean management, i.e., process efficiency, and management

evaluation and reward systems. Omachonu and Ross (2004) found that both the TQM and process themes remain very critical to the research process. Zhang (2000) points out that the diffusion of innovative ideas is greatly determined by the following issues: relative advantage, compatibility, complexity or simplicity, trialability, and observability. Stringham (2004) maintains that quality and innovation remain mutually dependent, and quality is an important tool for innovation. Innovation is an aspect of Fryer et al.'s (2007) which focused on good quality management.

The authors focus on the significance of innovation and indicate that it is mandatory for resources to be apportioned to long-term planning, and for senior management to show total commitment. In this fashion, it is possible to plan and introduce new products, services, and methods of production. According to Dale et al. (2001), the development of new services and products is a key part of innovation management. As explained by Flynn (2007), the definition of quality control (QC) includes the following practices: "developing, designing producing and servicing a quality product that is most beneficial, cost-effective and always meets the customers' expectations. Total quality control (TQC) and company-wide quality control comprise of QC for developing new products, quality assurance, PDCA-circle, and quality circles. Every organisation's staff and divisions play a part in quality control.

Quality, as Brown, Waterhouse, and Flynn (2003) explains, is based on the universal trilogy, which comprises quality control, quality planning, and quality improvement. Quality management tools in particular can be utilized in the process of innovation. These types of tools include the tree diagram, arrow diagram, affinity diagram, matrix diagram, relations diagram, matrix data analysis, and process decision program chart. In line with Suganthi and Samuel (2011), these tools can be utilised to understand the existing state of the innovation process in organisations.

2.1.7 Strategic Quality Management in Public Sector

According to Fryer et al. (2007), it is mandatory for equity to be considered as a principle facet of the public sector. The researchers maintain that it is mandatory for efficiency to be incorporated into equity. It is vital for the public sector to find and apply relevant management techniques to enhance the outcome of assessments and analyses. Notwithstanding the history of TQM, it has been widely applied in public sector and service organizations. (Bigelow 2002), higher education (Aldakhilallah and Parente, 2002), the

information sectors (Suganthi and Samuel, 2011) and other services. Fryer et al. (2007), the benefits of TQM in public sector organisations are: a) Increased customer satisfaction. b) Low capital investments. c) Ideas originating from the people who are performing the job (meaning that there is no control for good ideas). d) Cost control/reduction. e) an increase in the commitment of staffs. f) Enhanced performance/quality throughout the organisation. g) Waste reduction.

The authors further argue that the most significant determining factor in realising success in the public sector is a total commitment from management, which also applies to other sectors. In the beginning, Total Quality Management was only applied to the private sector, but is increasingly applied within the public sector in the modern age. Then again, as explained by Bovaird and Löffler (2003) the administrative sciences that emphasize public management models have also conventionally used industrial management models. This is notable in Fayol's (1987) discussion of general and industrial management. The book includes fourteen universal management principles. It can be supposed that Total Quality Management is a part of this convention, whereby management models are initially established in industrial organisations and then used in public sector organisations.

An association, 'The New Public Management Movement' has pursued management reform in government by introducing new practices and values drawn from the private sector. Given the applicability of TQM to the public sector, it is important to consider the values of the public sector. The values of employees of public and private sector organisations may vary. According to past studies (e.g. Geralis and Terziovski, 2003; Hasan and Kerr, 2003; Löffler 2002), there are more values incorporated to the public sector that relate to TQM. According to Dale (2003), there are also values that can be considered compatible with Total Quality Management (TQM). These values include citizen involvement, a systematic approach, accountability, the self-growth of employees, innovation, openness to public opinion, dependability, and approachability. In contrast, certain values only apply to the public sector.

Ahmed and Ali (2016); Aldakhilallah and Parente (2002); Stringham (2004) and Geralis and Terziovski (2003) all agree that since the nineties, both customer service and teamwork have been areas of focus for many public service reform programs. Sureshchandar, Rajendran and Anantharaman (2001) point out that any willing public

service that wants to withhold quality management must first consider the discipline concept. Bahrain has made tremendous strides towards quality management concepts through its huge reform project plan, and this study will examine some of the strategic plans initiated to oversee the entire initiative. Bahrain has a well-structured quality management system. Many of the public service employees remain positive that the initiatives undertaken by their government will go a long way to improving both performance and service delivery to the entire public in general.

To effectively explain what public management is it pays to first consider the term 'quality' (Boyne et al. 2002). The Cambridge International Dictionary defines the word quality as a standard of excellence of something, the characteristics, high standards, or feature of someone. From this definition, it is possible to define a quality product or service; it must be of a high standard or of good quality. Atkinson (1990) introduced the term into organization management and suggested an organisation is said to be practicing quality management if it applies certain practices and techniques to produce a high standard product or service.

Bovaird and Löffler (2003) explain that these factors normally affect an organisation either internally or externally; they are defined as variables and can determine the quality of a product or service. Internal variables include human resources, work processes and organisational management, while external variables include organisational approaches to the customer and how a product or service is welcomed. Organisational leadership bears the responsibility for fostering quality management (Suganthi and Samuel, 2011). The final judge of the quality of a product or service is the customer. Brown, et al (2003) argues that leaders should come up with new organisational strategies aimed at addressing customers' needs and requirements.

2.1.8 TQM Critical Success Factors (CSFs)

Most researchers have ignored the CSFs concept and many have failed to incorporate it into their research processes. This is a very important tool, and its incorporation can go a long way to developing reliable tools that can help identify the impacts of TQM on work performance. This chapter seeks to explain how TQM should be implemented and also identify some important roles performed by the CSF of TQM work performance. Close to eight CSFs of QM were identified by Saraph, et al (1989). They conducted a study on twenty-two manufacturing and service organisations in the USA to

examine the development of QM practices. The study identified these practices as comprising leadership and quality policies, quality departments, training, product/ service design, supplier quality management, process management, quality data and reporting, and employee relations (Scharitzer and Korunka, 2000).

Bahrain managers who are trying to evaluate the possible status of QM and who have a desire to improve quality should consider applying some of these CSFs of QM. It is also important for managers to consider top management leadership support, as this creates a conducive environment for quality management activities. Apart from the eight CSFs, others include quality Information Systems (IS/s); process management; product design; employee management, supplier involvement, and customer participation. Combined with TQM practices, CSFs have great potential to foster sustainable product and service delivery, which is very important for feedback and information support.

CSFs have a number of positive effects on TQM as revealed by Talib, Rahman, and Qureshi (2011). Commitment from top managers encourages the adoption of a TQM philosophy. Key to this is strong quality management, benchmarking, process management, product design, employee training, employee empowerment, supplier quality management, and customer satisfaction. Customer focus remains the only effective way that can guide an organisation towards the successful implementation of TQM (Najeh and Kara-Zaitri, 2007). To make customer focus easy, an organisation should devise ways of creating a customer culture. This can be achieved by listening to customers, having an analytical mind, trying to understand customer feedback and integrating and conforming to their expectations.

Constant reviews and improvement remain important for addressing customer demands. To achieve more effective quality, which eventually leads to higher productivity, all Bahrain's public sectors need to have a strong commitment, starting with top management. For the successful implementation of TQM, public organisations must consider practicing both competitive adaptability and benchmarking as they are critical to the process (Scharitzer and Korunka, 2000). Other critical factors identified by CSFs of QM include problem-solving and improvement processes; employee commitment and enthusiasm; staff development; multi-skill training on the job; quality teams; quality costs; customer needs and information technology. Important successful factors include: tracking employee support for quality; responses to employee suggestions; rewards based on

productivity; benchmarking; benchmarking based on competition; and regular reviews. According to Salaheldin (2009), there up to 24 CFS of TQM, which can be broadly be classified into three main categories: strategic, tactical, and operational (Scharitzer and Korunka, 2000). The dominant aspects of TQM implementation include top management commitment, continuous improvement, and benchmarking.

The factors that impact the methods and actions employed in accomplishing the expected benefits of TQM implementation areas follows: employee training, involvement and empowerment; team building and problem-solving, the use of IT to collect and analyse data, and supplier quality and relationships (Sureshchandar, Rajendran, and Anantharaman, 2001). The factors that produce visible consequences in the short-term include the management of customer relationships; process control, resource conservation and utilisation, and enterprise performance metrics for TQM. To realise the potential of this factor, managers are urged to practice holistic implementation rather than piecemeal implementation (Scharitzer and Korunka, 2000).

It is essential to note that CSFs of QM differ from one research study to another. Despite the differences there are commonalities, and managers can use a standard model when implementing a TQM approach. In future, researchers should try to identify the importance of CSFs of QM as this will facilitate the development of reliable instruments crucial for studying the effects of TQM on performance. For TQM prosperity, Powell (1985) maintains that public sector organisations should come up with their own work culture. The difference observed in many organisations is a subject of interest as there is a major gap in knowledge in terms of why this condition exists.

Critical Success Factors (CSFs) are very important for any TQM performance, but despite their importance, many researchers seem to ignore CSFs. This study seeks to further our understanding of CSFs in TQM implementation and hopes that future researchers will include this new concept in their research. Karuppusami and Gandhinathan (2006) believe that the impact of reliable instruments and TQM on performance can only be identified with the inclusion of CSFs. A study conducted on twenty-two-manufacturing and service organisations in the US by Saraph et al. (1989) revealed eight CSFs of QM, which were as follows: the role of leadership and quality policies, quality department, training, product service design, supplier quality management, quality data reporting, and reporting and employee relations.

Saraph et al (1989) further reviewed this CSFs of QM and found that decision-makers to assess the status quo of QM to identify any possible areas that need improvement regarding quality can apply them. The support of top management is essential in creating a conducive environment for rewarding quality performance (Flynn, Schoeder, et al. 1994). These researchers identified the following CSFs: product design, information system, workforce management, process management, customer involvement, and supplier involvement. To be able to sustain manufacturing capabilities, these researchers called for CSF concentration. They argue that any organisation is only be able to sustain and gain a competitive advantage by improving its service/manufacturing capabilities, which in turn gives support, feedback, and information to its leaders, which stipulate constant development. Leaders must learn some very important tactics or behaviors to be able to successfully implement TQM. According to Powell (1995), leaders must display commitment, effective communication, and employee participation. This must also correspond with their TQM structure, which requires tools and techniques for training which must be of the highest quality.

In Turkey Bayazit (2003) conducted a study to establish how TQM is implemented in the manufacturing organisations. The findings revealed many factors are of great importance to TQM implementation including upper management support; employee involvement and commitment; customer focus; quality education and training, teamwork, and use of statistical techniques. In Iran (Rad,2005) found the following factors to be critical for TQM implementation: top management commitment to quality and involvement; top management stability; strategic quality planning for quality; employee involvement; a teamwork and quality culture; focus on customers (internal and external); open communications; management by fact to solve problems; continuous improvement; aligning process to improve customer satisfaction; focus on supplier and partners, and monitoring and evaluation of quality of CSFs of QM.

Based on 37 TQM empirical studies conducted between 1989-2003 Karuppusami and Gandhinathan, (2006) reviewed previous studies and came up with a list of 56 CSFs of TQM. They categorised the five main CSFs as the role of management leadership and quality policy; supplier quality management; process management, customer focus; and training. Another list of priorities included: employee relations; product/service design; quality data; the role of the quality department; Human Resources Management (HRM) and Development (HRD); design and conformance.

Binshan, et al (2006) identified the following CSFs as atop priority for most organizations: top management commitment; adopting TQM philosophy; quality management; benchmarking; process management; product design; employee training; employee empowerment, supplier quality management, and customer satisfaction. The authors failed to mention supplier quality management because they believed that this can work well under the practical direction of KM implementation strategies. A customer focused approach is perhaps the most important way organisations can implement an effective TQM. To have an exemplary customer focus, the organisation must develop a culture of paying attention to customers' views. This involves analysing; understanding; integrating and developing their expectations.

Najeh and Kara-Zaitri (2007) investigated competitive adaptability and benchmarking of quality towards successful implementation of TQM in five countries: Malaysia, Palestine, Saudi Arabia, Kuwait, and Libya. The researchers used two terms to explain their comparative findings for quality factors as 'critical' or 'important'. Their study encompassed 32 factors. The findings from Libya indicated that 56% viewed these factors as critical, while 44 % viewed them as important. Their study identified CSFs of QM as follows: top management commitment; problem-solving and improvement processes; employee commitment and enthusiasm; staff development; multi-skill training on the job; quality teams; quality costs; customer needs and Information Technology (IT). According to these authors, essential success factors included: tracking employee support for quality, responses to employee ideas, rewards based on productivity, benchmarking, benchmarking based on competition, and regular review.

Abdullah et al (2008) studied Malaysian manufacturing organisations to identify improvement practices and organisational practices which affected TQM implementation. The study revealed the following factors: management commitment; customer focus; employee involvement, training and education, and reward and recognition. Salaheldin's (2009) study of the Qatari implementation of TQM in the industrial sector revealed 24 CSFs which were deemed relevant in this process. The 24 CSFs were later classified into three sub-factors which included: strategic, tactical, and operational factors.

Strategic factors: Top management commitment, continuous improvement, and benchmarking. These was considered the most dominant factors in TQM implementation.

Tactical factors: Employee training, involvement, empowerment, team building, problem-solving, IT application, and supplier quality relation. These factors mostly affected the methods and actions of employees in accomplishing the expected benefits of TQM implementation.

Operational factors: Customer management relation, process control, resource conservation, utilisation, and enterprise performance metric for TQM. These are short-term factors with instant results. They should be implemented holistically as opposed to in a piecemeal way to realise their full potential.

The studies reviewed show that CSFs of QM tend to vary from one particular study to another. TQM implementation in most organisations is achieved in similar ways. At times organisations may choose to follow what is known and acceptable to them, and this may be described as a standard model of TQM implementation. To come up with reliable instruments and a comprehensive study of TQM on performance, researchers must first try to understand the importance of CSFs of QM.

For the prosperity of TQM tools and techniques, Powell (1995) asserts that organisations mainly focus their efforts on the adoption of their own culture. Najeh and Kara-Zaitri (2007) discovered some lacunas in their understanding of how and why the challenges of consolidating TQM differ from one organisation to another. All the proposed TQM approaches in this present study have been derived from countries with rich cultural backgrounds. The study suggests that other countries can also import some of these TQM implementation strategies, as they have proven to be very successful in the countries in which they have so far been applied.

Saraph et al. (1989) identified close to factors that are relevant here and these are: top management responsibility and good leadership and quality policies, the role of quality management, training, product/service design, supplier quality management, process management, quality data, and reporting and employee relations. Flynn et al. (1994) identified the following factors as important: top management, quality information, process management, product design, workforce management, supplier involvement, and customer involvement. Karuppusami and Grandhinathan (2006) found the following were significant: the role of management leadership and quality policy, supplier quality management, process management, customer focus, training, employee relation,

product/service design, quality data, the role of the quality department, HRM and HRD and design conformance. Teresa et al. (2006) outlined the following factors: top management commitment, adopting the philosophy, quality management, benchmarking, process manager, product design, employee training, employee empowerment, supplier quality management, and customer satisfaction.

Bartley et al (2007) studied on customer focus and reviewing customer focus strategies such as procedures and processes. Chowdhury et al. (2007) these researchers came up with ten CSFs: top management commitment, supplier quality management, continuous improvement, production innovation, benchmarking, employee incorporation, reward and recognition, education and training, customer focus and product quality. Abdullah et al. (2008) identified management commitment, customer focus, employee involvement, training, education, reward, and recognition. Salaheldin (2009) study revealed the following factors: top management, continuous improvement, benchmarking, employee training/involvement/empowerment, team building and problem-solving, IT, data analysis, supplier quality relationships, management of customer, process control, resource conservation, utilisation and enterprise performance metrics for TQM.

2.3 Chapter Summary

This chapter discussed the quality management literature in detail. It identified that there are many attributes which can be used to catalyse service economy change. From the discussion in this chapter, it is vital to remember that TQM should be purposely driven. If well developed, TQM can be a useful method to unleash employee creativity and potential and to reduce costs and bureaucracy. It can enhance services for clients and the community (Johnson and Scholes, 2001). Effective TQM encourages the participation of everyone in an organisation.

In conclusion, the most important attributes include social change, government policies, changes in IT, and globalisation and current business trends, which comprises of quality and customer satisfaction. The next chapter will discuss the factors affecting total quality management and strategic quality management in the public sector.

CHAPTER THREE

FACTORS AFFECTING TOTAL QUALITY MANAGEMENT REVIEW

This chapter provides the literature review related to the subject that provided direction to the present study through the relevant theories, concepts and insights acquired. The literature demonstrates a clear understanding of the research topic, identifies the major studies related to the area of research, and demonstrates its relevance. The literature included in this part becomes a link between the current research and the studies already been done. It tells the reader about aspects that have been already established. Likewise, the chapter summary is provided.

3.0 Introduction

This section will consider the distinct types of services in the public sector that impact quality management and place an emphasis on culture, leadership, and motivation. The public sector of Bahrain consists of the highest layer of government, local government, an independent judiciary, the state administration, and self-government. Amongst the tasks of public administration the most imperative include ensuring public order and safety, general administration, and offering welfare services like social services, healthcare, and education. All the ministries of Bahrain closely liaise with the local and regional administration. The areas that necessitate cooperation include the creation of public services and legislation. The Bahrain ministries manage and oversee local and regional administration within the appropriate administrative areas.

3.1 Management Theories

Organisations cannot operate without formal management structures. They are necessary for helping organisations meet their set objectives, which would be impossible without proper management. Through management, an organisation easily conducts its activities by using those in authority to help others. Primarily theories were developed to predict and control organisational behaviour. Theories have proved to be the best management tools since their inception. The literature provides three types of theories: Classical Theory, Humanistic Theory, and Contingency Theory.

3.1.1 Classical Theory

This theory emerged in the late twentieth century and provided the best management structures. It is based on two main principles; scientific management which

allows management to maintain a positive relationship between work and workers, and the administration principle which addresses employee and workplace issues. The latter is more concerned about employee issues (Rynes et al., 2004). Like for instance, 1) Supports bureaucracy, it provides equal opportunity to entire leadership levels. It operates on a hierarchical linear model of leadership. Every leader's idea is welcomed regardless of their ranks; 2) Time management, mostly focuses on time and motion studies essential in guaranteeing the shortest time possible for task completion. This also guarantees maximum efficiency from staff members and machines in the factory; and 3) Labor division, having employees perform specific assigned tasks provides the most important characteristic of classical theory management. Each employee is assigned a task depending on his/her capability or expertise.

3.1.2 Humanistic Theory of Management

Employees are acknowledged as an important part of organisational asset bases. The theory believes in the constant motivation of employees to achieve its set objectives. Employee motivation through reward and salary increment remains the main characteristics of this theory. These are: 1) Employees are made part of the organisation in decision making, where they are allowed to participate in decision making; 2) They receive encouragement and motivation for every task they perform; and 3) Employees feel they are part of the organisation due to the guarantee of positive working conditions.

3.1.3 Contingency Theory

Many refer to this theory as a class of behaviours which does not provide one simple solution for management. In 1960 the world was presented with several management theories. There are several features guiding contingency theory; among them, the size of the firm, the technology it is using and lastly, its operating environment. However, on demerits of contingency theory, such as: 1) Applying it on a co-worker scale has largely proved unsuccessful; 2) The theory does not provide clear solutions for dealing with conflict in the workplace. The manager cannot make exclusive decisions on any arising situation in the workplace; and 3) its critics argue that it does not provide clear explanations on effective leadership styles practiced by various leaders and its importance.

Fuhrmann (2006) defines job satisfaction as any factor that contributes to employee well-being, be it mental, physical, or environmental, and which leads to gratification at his

or her place of work. Job satisfaction is the employee's general account of his or her current job (Rynes et al., 2004). Rainey (2001) defines job satisfaction as the degree to which employees feel confident or otherwise about their job. Job satisfaction is all about employee emotions and attitudes towards jobs.

Bohlander and Snell (2004) agree that job satisfaction has two origins: extrinsic and intrinsic job satisfaction. The former deals with the material aspects of the job and is mostly associated with external sources for employees including pay, co-workers, retirement, health insurance benefits, and supervision. The latter is mostly associated with internal sources such as job complexity, amount of responsibility, skill utilisation, being able to help others, enjoying one's tasks, and challenges. As suggested by Opatha (2002), employee job satisfaction consists of six work-related factors. These are equitable rewards, mentally challenging work, work-life balance, supportive job environment, and colleagues.

Garg and Rastogi (2006); Huges (2007) reveal that personal factors have little to do with job satisfaction issues. Roeloelofsen (2002) maintains that job-related factors, such as task identity, task importance, and independence show a positive correlation with employee job satisfaction. Apart from negative job performance and achievement, a lack of employee motivation can also result in increased absenteeism, low productivity, and job separation. Employees are likely to quit their current working organization if leaders remain reluctant to address their employee satisfaction issues.

3.2 Leadership

Several different theories have been used to study leadership. In more recent times, leadership has continued to be a topic of great interest, as well as a subject of contention among many theorists. Amongst the most widely studied theories are the Trait Theory, Behavioural Theory, and New-Genre Theory.

3.2.1 Trait Theory

Early leadership theories focused on identifying the personality characteristics associated with good leaders. Trait Theory leadership theory focused on the different personality traits with which leaders might be endowed. Researchers viewed leadership as a trait that could be measured and designated as distinguishable from non-leaders (Gray & Smeltzer, 1989). Stogdill (1948) was one of the early traits researchers who

examined the results of 124 separate studies that focused on the personal qualities of leaders to determine the differences between leaders and followers. Based on his review, he found leaders had slightly higher intelligence and also found positive relationships between adjustment, extroversion, dominance, and leadership.

However, Stogdill (1948) concluded that having some “special” combination of traits does not guarantee leadership success because traits alone do not adequately define leadership. Although numerous studies have been created, no single list of traits has been agreed upon, and research has been rather inconclusive (Soqunro, 1999; and Mullins, 1999). Nevertheless, scholars of leadership often end up with long lists containing a high degree of subjectivity (Soqunro, 1999, and Mullins, 1999). Trait research concentrated on identifying specific physical characteristics as well as personal attributes that may be associated with leadership effectiveness and certain characteristics which include: good interpersonal skills, an ability to cope with interpersonal stress and tolerate frustration, and an ability to engage in creative problem-solving.

Other researchers found that, even though possessing a certain combination of traits does not ensure successful leadership; effective leaders do indeed differ from ineffective leaders in certain areas (Kirkpatrick & Locke, 1991). Kirkpatrick and Locke found that successful leaders have higher levels of drive including achievement, motivation, ambition, energy, tenacity, and initiative. They have a desire to lead, they are honest and have integrity, self-confidence, a cognitive ability, and competence. They also argued that these key traits assist a leader in formulating a vision and developing a plan of action to pursue their vision. Overall, this evidence suggests that a study of traits and attributes about leadership is more promising than originally thought, but it is not suitable for the current study because it does not account for technology such as virtual environments.

3.2.2 Behavioural Theory

Researchers emphasised the observable nature of leadership to differentiate not only the nature of leadership and leader activity but also behavioural patterns of effective leaders (Chemers, 1997). The behavioral approach focuses on leaders' behaviours and actions. Early research on this topic was conducted in the 1950s by researchers at Ohio State and Michigan Universities. In this research, there are two types of leadership behaviors: who exhibit a considerate leadership style tends to focus on building good

relationships and two-way communications with subordinates and are attentive to subordinate needs and feelings.

Katz and Kahn (1951) also attempted to identify general styles of leadership. From interviews with subordinate employees or “followers,” they recognised two general styles: production-oriented and employee-oriented. Since these behavioral approaches could not fully explain why some leaders were more effective than others, leadership researchers (see Fiedler, 1961b; Hersey & Blanchard, 1969; House, 1971) shifted their focus away from simply looking at what leaders do. They began to examine how behaviours relate to leader effectiveness (i.e., how often a leader communicates with followers, types of reward, and discipline methods she/he uses, and decisions they make). This theory is also unsuitable for the current study because it does not account for technology, e.g., virtual environments.

3.2.3 New-Genre Theory

New-genre refers to theories that have dominated leadership research since the 1980s, including charismatic, inspirational, transformational, and visionary leadership (Bass, 1998; Bryman, 1992). Unlike the ‘traditional’ leadership models, the new leadership approaches emphasise symbolic leader behavior, visionary, inspirational messages, emotional feelings, ideological and moral values, individualised attention, and intellectual stimulation. Emerging from these early works, charismatic and transformational leadership theories have turned out to be the most frequently researched theories over the last fifteen years (Judge and Piccolo, 2004). Based on this theory, research has shown that charismatic/transformational leadership is positively associated with leadership effectiveness across many different types of organisations, levels of analyses, and cultures (Avolio et al., 2004). This theory is also unsuitable for the current study because it does not account for technology in a virtual environment.

3.3 Adaptive Structuration Theory (AST)

AST was another method considered when studying how leadership and technology relate to one another and most importantly how technology impacts on leadership and is modified by it. The principle states that “structures are the main pillars that guide human actions, which are simply resources and guidelines that act as models of planning task accomplishment”. Kissler insisted that studying successful leaders in traditional businesses settings before embracing different leadership styles would be

logical. Avolio & Kahai (2003) stated that leadership is a fundamental change that touches on the way leaders and followers co-exist in an organisation and between organisations. These relationships impact on job satisfaction. Globalisation has brought about and is continuing to bring about new governance structures from both internal and external environments.

Government organisations are asked to put in place necessary measures to ensure they conform to these new changes. Three prevalent issues affect organisational management globally and these are the subdividing of functions, the connectivity of functions, and multiple actors. These issues are responsible for the functionality of public institutions in two major ways. They largely contribute towards increasing complexity in public governance. They also play an integral role in the strengthening of governance and the quality of services provided to the public.

Government services provided to the public in any part of the world have always proved to be diversified in nature. Providing such services first requires a disciplined and quality trained workforce for enhanced service delivery. Using complexity theory, the researcher intends to address the issue of performance management in public organisations in detail. Change in organisational behavior is well explained in the paradigm shift presented by various studies (see Avolio et al. 2000; Hamilton & Scandura, 2003; Suchan and Hayek, 2001). Globalisation impacts on organisational operating environments and has led to some remarkable changes both in internal and external operating environments. Traditionally, the working environment was initially classified as close, harmonious, controllable, linear, and predictable. However, this has changed in the modern working environment. It is the exact opposite where the environment is classified as open, conflicting, disorderly, and composed of random systems. Using complexity theory, the study explains the unpredictability and nonlinear development of events, as demonstrated in chaos theory.

The researcher also focuses on the shared border of chaos as well as the creation of the dynamic edge of chaos and novel emerging properties. The main focus is based on the central characteristics of interaction, adaptation, co-evolution, and self- organisation. In a bid to remain productive, organisations have realised the need to redesign their structure to counteract the effects of globalisation. Innovation is a key component of the study and the researcher found it necessary to also shed light on a number of attributes as

stipulated in complexity theory. These include paradox management, co-evolution, and the type of self – management methods used for examining public organisations. This will enable an organisation to intrinsically address some substantial matters common to managing public organisations. From the times of hunting and gathering to the times of complex technological innovations, human beings have shown a great interdependence culture. The existence of human beings has long been built on adequate organising. This assumption is clearly explained through today's existing formal organisations. It is a description of our own collective behaviour together with important influence on that similar behavior.

These human creations have played a critical role in shaping human beings (Hamilton & Scandura, 2003; Suchan and Hayek, 2001). However, they are also solely responsible for nominating and removing what we can do from our own control. Attending education or work is just one example of how we lose our own freedom of choice in terms of what we can perform and how we can perform it. Through organisational behaviour, human beings have lost autonomy and this has also led to the channeling of our behavior in one particular direction. Mostly this is a result of guided requirements or expectations from other people considered as seniors.

3.4 Transactional Leadership

Transactional leadership uses both rewards and punishment to influence employee outcomes, but not to try to change underlying behaviors as this is one of the goals of transformational leadership (Peter and Austin, 1985). Arguably, Bass (1985) was the first scholar to propose a transactional leadership style. He reasoned that pre-existing leadership theories focused on a leader-follower relationship, but Bass (1985) was more concerned with improving performance rather than focusing on sanctions versus rewards. In his study of transactional leadership a positive link was identified between this type of leadership and the high performance of a team. In contrast to transformational leadership, transactional leadership exerted more impact on team outputs as compared to team satisfaction, which can be properly defined through the mode in which a leader applying transactional leadership directs his/her team (Northouse, 2007).

Transactional leaders create distinct frameworks and subsequently elucidate exactly what is required and ultimately reward team members accordingly. This leadership is anticipated to inspire better team performance rather than team satisfaction (Bass,

1990). A positive link is identified where the key concern of transactional leadership is actually on the output and results of a team and not on building rapport and trust. Thus, higher impacts on performance can be compared to satisfaction (Bass & Bass, 2009). Transactional leadership is associated with teamwork as an exchange process and directly deals with team members in terms of rewarding or threatening them with punishment. This leadership style is also called command and control leadership (Northouse, 2007). Transactional leadership is explained by Bass (1990) as dealing with the role of “reward” as a motive for achieving results and “punishment” as a motive to ensure adherence to the goal to be achieved. On the contrary, Kullerman (1984) argued that transactional leaders advocate for a relationship of mutual dependence where contribution by either party is not only acknowledged but also appreciated.

According to Kullerman (1984), transactional leaders are very influential since their followers are left with no option but to do what is best for the leader. As far as the followers are concerned, for a transactional leader to be termed as being effective, the leader has to ensure that the expectations of the followers are fulfilled. The main advantage of transactional leadership, as explained by Bass (1985) and Sadler (2003) is that the style ensures the roles and responsibility of each follower is clear. The focus of transactional leadership is basically on interactions between the leaders and their followers (Avolio & Bass, 2004). The interactions are important since they enable the leader to achieve their objectives relative to a range of outcomes such as performance, completing the required tasks, sustaining the organisational state, inspiring followers via votive agreement, dictating behaviours relative to accomplishing set objectives and evading unwanted risks whilst ultimately concentrating on advancing organisational proficiency (Avolio & Bass, 2004).

Based on this definition, transactional leadership facilitates the achievement of the self-interests of workers and reduces workplace anxiety as it helps followers to concentrate on attaining the organisation's goals, which may include reducing overall costs and maximizing profits (Bass & Bass, 2009). Transactional leadership theory suggests that the relationship between leaders and followers can be defined as a sequence of interactions of satisfaction intended to optimise both personal and organisational benefits (Northouse, 2007). The evolution of transactional leadership began from easy, fast exchanges among some leaders and followers each in search of satisfaction from one to another exchange (Bryman, 1992).

Based on empirical studies and findings, there is a positive link between transactional leadership and organisational efficiency in some distinct settings (Northouse, 2007). The main concept in these articles was the relationship between transactional leadership and team creativity (Bass & Bass, 2009). The researchers focused on emotional labor and its potential mediating role and also assessed team efficiency. The researchers introduced two components to the relationship between transactional leadership and team creativity. These were emotional labour and team efficacy. As per the predictions of the researchers, there was a negative link between team creativity and transactional leadership (Avolio & Bass, 2004). The researchers assumed that in given environments, transactional leadership could lead to team creativity and that emotional labor was a moderating factor (Northouse, 2007). This information helps to create a solid understanding of how transactional leadership promotes organisational efficiency (Bass & Bass, 2009). In considering transactional versus transformational leadership, Avolio and Bass (2004) considered an ethical behavior perspective, whereby leadership styles were viewed as definite paradigms strengthened by distinct ethical basics.

Northouse (2007) proposed that transactional leadership can be seen to flow from utilitarianism (“teleological ethical principles”) while transformational leadership comes from altruism (“deontological ethical principles”). Bryman (1992) states that transactional leadership is not an ideal style of leadership as it instills fear in the followers since they know the measures that will be adopted should they not achieve the desired results and that this has a negative impact on employee satisfaction and performance. Transactional leadership emphasises the primary role of supervision, group performance, and organisation (Bass, 1985). In other words, transactional leadership is a form of leadership in which the proprietor (leader) is expected to promote the full compliance of the team or followers using rewards and also punishments (Northouse, 2007). Changing the future is never an issue with transactional leadership as it is with transformational leadership. Rather it focuses on keeping things the same in terms of leadership (Forrester and Taschian, 2006).

Transactional leadership is regarded as a viable model in global leadership as a whole, and those utilizing it are expected to primarily focus on their team’s work and progress for the sheer purpose of unveiling possible deviations and faults (Northouse, 2007). This form of leadership is very fundamental in times of crisis and emergency periods and effective for developments that need execution in a specific manner. Under

the umbrella of transactional leadership, there exist two fundamental attributes (Bass & Bass, 2009). These attributes include contingent reward and management by exception. Contingent reward offers a platform for sheer rewarding and congratulating followers for their recognisable efforts to the organisation and also to acknowledge their top-notch performance (Avolio & Bass, 2004). On the other hand, management by exception suggests that management has to intervene in instances when followers fail to meet the set performance levels according to the organisation. In this sense they are responsible for the initiation and supervision of correctional measures meant for instilling integration in performance levels (Northouse, 2007).

Transactional leaders in this sense apply the following behavioural acts (Northouse, 2007). Firstly, they are involved with the close monitoring of their subsequent teams to guarantee they achieve the set targets and goals. Secondly, the leaders involved in this type of leadership design and define clear structures of what they expect from their employees. Thirdly, when the roles are properly performed, they provide rewards accordingly (Avolio & Bass, 2004). Moreover, by displaying the behaviors as described above, the leaders can actively contribute to stronger team performance. In terms of management by exception, the leader is involved in monitoring his/her team and in the case of any setbacks they must take appropriate action to guarantee the attainment of the set targets.

Management by exception can be considered from two perspectives: 1) The leader will only intervene when a team member tends to disagree with previously established rules. This will translate into the punishment of team members, and this type of leadership is also viewed as ineffective or passive; and 2) The leader may decide to watch team members closely and intervene when necessary. This leadership style is also known as active, although it is also ineffective. A variant of this style of management is Management By Exception that is Passive (MBEP), where the leader allows the team to act independently without interfering and only intervenes when a problem occurs. In a contingent reward system, leaders recognize accomplishments and consequently reward staff as a way of recognizing good performance and effort. A team member is rewarded for meeting previously set goals. This kind of leadership is characterised as effective and active.

3.5 Transformational Leadership

In the diverse research on virtual team leadership, the distinction between transactional and transformational leadership styles is a widely accepted concept (Northouse, 2007). This style of leadership is identified as a key component in inspiring great performance, among other things such as team efficacy. However, despite each style having individual impacts, it is still a contentious issue as to whether they are conflicting or complementary concepts. Considerable leadership research has been carried out in the last ten years on transformational leadership (Judge and Bono, 2000) and has firmly established the idea that the four dimensions of the transformational leadership affect critical organisational attitudes and outcomes (Avolio, 1999; Bass, 1998). The positive link between transformational leadership and organisational outcomes is well substantiated (Kirkpatrick and Locke, 1996; Howell and Hall-Merenda, 1999).

Current studies tend to focus on transformational leadership style since it is considered more effective for influencing others (Lee et al. 2011). Transformational leadership, as discussed by Burns (1978) and Bass (1985) mainly aims to improve the inspiration, drive, and output of followers using various approaches. Bass (1985) contended that transformational leadership inspires followers to do more than they would have expected to accomplish. Transformational leadership is seen as leadership which broadens and elevates the interests of followers, and generates awareness and motivation towards the purpose and mission of the organisation. It is a theory of leadership which brings the group purpose to bear on individual needs for the attainment of a common goal (Seltzer and Bass, 1990).

The literature on leadership styles has highlighted the positive role of transformational leadership (Burns, 1978; Bass, 1985; Bass & Bass, 2009) for inspiring and motivating team members. The main objective of transformational leadership is to motivate followers to ensure that they achieve strong levels of performance. Consequently, as discussed by Bryman (1992), transformational leadership connects with followers and appeals to their upper-level needs, which then results in higher performance from followers, leading to satisfaction with leaders amongst followers. In terms of transformational leadership, the independent variable for the study is composed of the following leadership attributes and behaviors: (a) idealised influence (b) inspirational motivation (c) intellectual stimulation, and (d) individual consideration (Bass & Avolio, 1994; Bass & Riggio, 2006).

In comparison, transactional leadership describes leaders who design frameworks that guide them in monitoring and managing their employees. In contrast, with transformational leadership, the leaders use a set vision to inspire members to see and approach the future by illuminating what lies ahead (Northouse, 2007). A transformational leader can be described as a coach who is involved in inspiring all of his team members on a personal level and encourages them to assess their actions to facilitate personal development. Transformational leaders possess a set of characteristics that they exhibit, such as integrity and concern for the welfare of the team (Avolio & Bass, 2004). They project a vision and distinct goals that they share with team members. Transformational leaders communicate very high expectations, and the overall proper performance of their teams is inspired by their encouragement of team members to apply new tactics and methods when approaching tasks.

Based on these behaviours and the traits associated with transformational leadership, this style of leadership can inspire efficiency in virtual teams (Powell, 2004). In this study, an analysis of this form of leadership has identified a positive link between leadership and the efficiency of a virtual team. However, there was a distinct factor that needed to be distinguished in the findings. According to Avolio and Bass (2004), team efficiency was considered a single factor, but using factor analysis it was highlighted that there is a clear-cut distinction between performance and satisfaction relative to a team. Despite the fact that both factors are closely linked, the outcome for both along with the application of transformational leadership shows variance (Northouse, 2007).

In defining transformational leaders, the earlier definition made a comparison between a leader and a coach, whereby the leader is involved not only in the welfare of the team but also in the individual development of every team member. Satisfaction can be defined as the establishment of agreement and decision making with regards to team productivity (Northouse, 2007). Transformational leadership which is relationship building results in a positive impact on the efficiency of teams, mainly since the relations link individuals with others and their subsequent tasks (Lowe and Kroeck, 1996). Any deficiency of these relations in a virtual team is subsequently reimbursed by the presence of the transformational leadership style. Team efficiency is enhanced via the satisfaction context where a team leader applies transformational leadership. Analysis of the two forms of leadership relative to efficiency in teams indicates that trust building and relationships hold more importance in team satisfaction as compared to performance

(Avolio & Bass, 2004). This further explains, Bass & Olivio (1993), that transformational leadership seeks to raise the performance of teams to new heights. Team leaders motivate and inspire their team members to these new levels. Lowe & Kroeck (1996) worked on both transactional and transformational leadership and noted that, despite the two methods having a positive impact on productivity, the relationship observed in transformational leadership was stronger. Bass & Avolio (1993) noted that transformational leadership is characterised by four aspects as previously discussed: (1) Idealised Influence; (2) Inspirational Motivation; (3) Intellectual Stimulation; and (4) Individualised Considerations. This means that the leader considers each member's needs and strengths.

The first component, idealised influence, suggests that transformational leaders act as role models for their subordinates. Leaders set an example of moral conduct in both their personal and professional lives leading to follower identification (Bass, 1996). The use of formal, legitimate power is the last resort for a transformational leader. The second element of transformational leadership is inspirational motivation. Transformational leaders motivate and inspire subordinates by providing meaning and challenges with an emphasis on teamwork (Bass, 1996). Inspirational motivation leads to internalisation. In this sense, the leader works with followers to build a common vision for the organisation while articulating expectations and goals. Intellectual stimulation suggests that leaders allow subordinates to creatively address problems through new techniques (Northouse, 2007). Leaders ensure an open exchange of ideas by allowing mistakes, soliciting new methods for problem-solving, and evaluating the processes followers are familiar with, rather than just looking at situational outcomes.

This component dictates that ideas are not criticised solely because they differ from the leader's opinions (Bass, 1996). The fourth and final component of transformational leadership is an individualised consideration. Critical to individualised considerations is understanding and empathy as regards personal concerns, effective listening, and the acceptance of individual differences (Bass, 1996). Additionally, beyond such social awareness, individualised consideration relates to the leader's motivation to treat each colleague differently. Transformational leadership is considered to broaden and elevate the interests of followers and to motivate others towards the purpose and mission of the organisation. Thus, group purpose reaches beyond individual needs (Seltzer and Bass, 1990). Individualised consideration suggests that leaders act as a coach, teacher, and

mentor for each subordinate, providing individual attention and feedback, both positive and negative. Critical to individualised considerations is the understanding and empathy of personal concerns, effective listening, and an acceptance of individual differences (Powell, 2004). Additionally, beyond such social awareness, individualised consideration relates to the leader's motivation to treat each colleague differently.

The literature on leadership styles has highlighted the positive role of transformational leadership in inspiring and motivating team members. (Burns, 1978; Bass, 1985; Bass & Bass, 2009) Bryman (1992) states that transformational leaders connect with followers and appeal to their upper-level needs, which then results in higher performance amongst followers. This leads to a feeling of satisfaction. Moreover, transformational leaders inspire followers to realise their individual goals to attain common organisational goals (Seltzer and Bass, 1990). Prior research has shown that effective leaders of virtual teams operating in complex environments must respond with varied sets of behavioural repertoires and leadership roles to facilitate the performance of team members and the success of the team (Deniso et al., 1995). Prior research has also demonstrated that transformational leaders perform multiple leadership roles and behaviours to facilitate success at both the individual and the organisational levels (Bass & Avoli, 1994, & Riggio, 2006).

This type of leadership is seen as both active and effective since it focuses on trust rather to a greater degree than on control, and it is suitable for virtual teams (Bass & Avoli, 1993; Purvanova & Bono 2009). Habley et al. (2007) confirm that both transactional and transformational leadership play a major role in ensuring strong team performance. Transformational leadership is more effective in terms of bringing about success to the organization, and it encourages team members to work hard on their performance (Powell, 2004). A study conducted by Kouters (2009) concluded that there exists some cordial relationship between trust and transformational leadership and that transformational leadership is based on trust, which is considered as the backbone to virtual team performance.

3.6 Culture

According to Hofstede (1994), culture at the national level is more important than ever in helping us to understand intergroup conflict. In the current business environment and situation, it is a necessary for leaders to lead and inspire employees who may be

characterized by diversity in terms of their cultural background and perspectives (Schein, 2004). Such efforts can satisfy customers of various types who have distinct cultural backgrounds. Management is a combined set of activities in an organisation that involves bringing individuals together to build towards the attainment of a common set goal or objective. Some of the principles that constitute efficient management include planning, organisation, and control (Pinner, 2003).

Planning is a very vital element in management, and it mainly revolves around determining the processes that need to be carried out to attain the goals a company wants to achieve. On the other hand, organising involves the action of configuring all of the elements involved in an activity systematically in order that it can properly function and ultimately produce the desired results (Reisyan, 2016). The process of the organisation is also inclusive of the motivational process towards employees, which is very impactful on their overall performance since it inspires hard work and diligence in carrying out activities. A vital contributing element for organisations is organisational relationships. The primary concern for companies that operate and serve customers originating from a wide variety of cultures is maintaining a very strong organisational relationship to handle the diversity of both employees and customers (Reiysan, 2016).

The establishment of effective management should not only incorporate cultural diversity but should also incorporate the workforce environment. A proper leader is an essential factor in the overall success of effective management since management styles are run by a leader. Effective cross-cultural leadership which is essential to an organisation such as the Emirates must have a brief, clear idea of how to handle diversity both in the workforce and amongst customers. Leadership should be composed of a leader or leaders that are strong motivators of their employees who come from a range of cultural backgrounds. Leadership in this setting can inspire proper and efficient performance (Schein, 2004).

Culture has been identified as a set of social norms and responses that condition the behaviours of a group of people. One of the earliest definitions provided by Schein (2004) is: 'the complex which comprises knowledge, belief, art, morals, law, custom, etc. it also consists of any other capabilities and habits acquired by man as a member of society'. In contrast, the definition and concept of culture varies according to different authors. Hofstede (1994) pointed out that the central concept in use may include

ideologies; a coherent set of beliefs or basic assumptions; a set of shared core values; important understandings; the "collective will," or the "collective programming of the human mind." Hofstede (1994) defined culture as "a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to handle its problems of external adaptation and internal integration, that has worked well enough to be regarded valid. Therefore is to be taught to new members as the correct way to perceive, think, and feel about those problems".

The impact of strategic management on improving total quality is affected by the culture of the organisation. It is helpful to know the meaning of organisational culture. In keeping with Bruin et al. (2005), the majority of definitions of culture suggests, it represents beliefs, behaviours, and norms. Along the lines of these terms, culture stipulates "the way things work around somewhere." Kelly points out that when it comes to culture and measurement, there is always a "chicken-and-egg problem." In other words, there is uncertainty as to which came first; the culture or the behaviours and attitudes. In the observations of Davis (2003), every organisational culture has several characteristics, including norms, written values, a philosophy, behavioral regularities, rules, and an organisational environment. He points out that every organisation has a different culture, but from a cultural management perspective, it is safe to assume that organisations have consistent cultures.

Culture gives all parties within the organisation a sense of organisational identity. In addition, it engenders a commitment to values and beliefs that are greater than the individual members or the organisation. An organisation's culture can be interpreted using stories, ceremonies and rites or symbols, and the language used within the organisation (Gallagher, 2007). Consistent with Graham and Kay (2006), it is important to note that culture mainly serves two important functions in an organisation. First, culture integrates all organisational members, so they are aware of how to relate to each other. Secondly, it helps the organisation to become accustomed to its external environment. The satisfaction of employees' needs and wants by transactional leaders involves existing rewards, while transformational leaders tailor or create new stimuli to satisfy staff needs. Transactional leaders adapt to existing organisational cultures while transformational leaders adapt culture to the external environment. Bass (1985) contrasts transformational leadership with transactional leaders. Transformational and charismatic leaders inspire exceptional performance. Transactional leaders aspire to achieve solid and consistent performance

that meets agreed goals and objectives. Transactional leaders reward and punish followers for encouraging performance, making leaders/ workers relationships an economic transaction (Bass, 1985).

The literature contends that leadership behaviour is culturally determined and varies from culture to culture (Adler, 1991). Scholars suggest that national culture plays an important role in determining the effectiveness of leadership styles (Wright, 1981). Similarly, Bass et al. (1979) have argued that national boundaries make considerable differences to leadership styles. Bass (1990) also concludes that culture influences leadership. In some cultures, leaders are respected when they take strong, decisive actions, whereas, in other cultures, consultative and participative decision-making approaches are more valued. According to, Den Hartog et al. (1999), in a culture where authoritarian leadership is valued, it would be pointless to act in a way that is characteristic of a participative and democratic leader. However, in a culture that endorses a nurturing and humanistic leadership style, being sensitive and considerate as a leader could be functional. Since the theory was developed in the US, questions are logically raised concerning the generalisation of the theory to leadership situations beyond American borders.

Furthermore, Hofstede (1991) advances a compelling argument as to why many US theories may not apply in other cultures. As such, one of the purposes of this study was to examine the external validity of the basic theory in the context of Dubai. Hofstede (1983) proposed a four dimensional approach by which national cultures vary. Scholars argue that while national cultures have unique attributes, previous work has found that there are clusters of nations where geographic location services form the basis of the cluster (Ronen & Shenkar, 1985). Ronen and Shenkar's review of previous work has identified that nine geographic clusters have emerged; Anglo, Germanic, Nordic, Latin European, Latin American, Near East, Far East, Arabic, and independents. Based on Hofstede's (1980) findings, Ronen and Shenkar grouped Iran and Turkey, together with Greece and the former Yugoslavia under the 'Near East' Category.

Hofstede (1983) grouped Egypt, Lebanon, Libya, Kuwait, Iraq, Saudi Arabia, and UAE as Arab countries, due to the small sample sizes obtained from the Arab countries. The author, in an attempt to cluster countries, formulated the positioning of countries based on three diagrams: (1) power distance and individualism; (2) power distance and

uncertainty avoidance; and (3) uncertainty avoidance and masculinity scales. Moreover, Hofstede (1983) added that in terms of the power distance and individualism matrices, Arab countries with Iran, and Turkey were positioned in the same cluster, representing large power distance and low individualism cultures.

As indicated by Gallagher (2007), it is imperative to realise that there exist explicit and implicit cultures operating in organisations. Explicit cultures refer to what the organisation articulates about itself, while implicit cultures refer to implications that are often not recorded (such as what the employee learns throughout their experience in the organisation). According to Becker et al. (2009) and Kohl et al. (2007) organisational culture is defined as "the set of unrecorded rules that govern tolerable behavior within the organisation internally and externally." It is vital to consider the above definition when given the impact that culture has on a BCM programme.

Kirvan (2003) maintains that when looking at culture from a TQM point of view, it exists in every stage of the business continuity process. Organisations should be ready to improvise a culture of resilience where staff can respond promptly to events using familiar tools which generate the right corporate culture. In this case, it is imperative to have "a collective passion for succeeding." In the context of safety culture, Yair (2003) underlines that the concept of a safety culture, as a component of inclusive organisational culture, is a prominent part of existing studies and of safety practice in the workplace.

Alexander (2002) mentions that for certain companies the drive of organisational culture often derives from outside the organisation in the form of regulatory necessities. In line with Youngblood (2000), for an organisation to succeed in the 21st century, it must have a culture that is agile, pioneering, and is lively. This makes the organisation able to cope with, and fruitfully adapt its culture to new business rules. Bearing in mind the reason that people follow leaders, Brocke (2010) states that to obtain the expected response from people, they must first assume the belief or value because this is the perpetual way of getting the most entrenched response.

Culture is identified as the most crucial aspect of the managerial experience. Many strategies fail mainly due to their incompatibility with present organisational culture. Culture has trapped managers into serious market dynamics leaving many unable to escape. Such problems can be dealt with through the adoption of carefully developed

conceptual and practical frameworks (Aras and Crowther, 2010). This helps in the understanding of both organisational culture and working with certain dynamic processes. Culture is solely responsible for controlling people's expression and how they express themselves. It also impacts the strategic potential of any organisation.

Businesses that aspire to becoming global business operators are first required to include the whole concept of culture into their planning. It takes time to fully understand the organisation's culture in any context. Before embarking on any major multinational implementation change, a company is entitled to first clearly overlook the national culture. There are many different approaches a leader can take, such as minimising the effects of different cultural interactions (Dikmen et al., 2009). Different cultures combine mainly results in a descriptive approach to national culture. In any country, an organisation must carefully study the following aspects of the effective management of culture effects: gender, uncertainty avoidance individualism vs. collectivism, employees, and power distance. Employee interaction within the organisation is also a major cultural effect that can affect organisational success. There are different cultural aspects that affect TQM and strategic management.

Overall, customer care quality is dependent on particular organisational cultures. These include the organisation's hiring practices, its training, its service policy and its employee compensation. There are particular attributes that hinder successful customer care initiatives in organisation. These include poor attitudes, habits, and beliefs. Indiscriminate hiring practices can introduce a number of these attributes, and as such, it is important for an organisation to respond appropriately in selecting suitable individuals based on sound hiring principles. One of the ways an organisation can ensure this is through inquiry, whereby the firm consults with individuals who have a better understanding of the job. Moreover, the organisation can introduce programs that allow them to monitor individuals before hiring them to identify the most appropriate candidates.

Additionally, training can be used in various disciplines to promote customer care. An organisation can utilise training to instill the skills that are vital for promoting good customer care. Customer care revolves around several factors which can be nurtured and instilled through training. Amongst these area positive attitude, proper communication, proper presentation of service, prompt handling of problems and concerns and also maintenance of a neat, professional appearance. Training should comprehensively

address not only skills enhancement, but also the perception employees have relative to their jobs. An organisation also needs to have in place distinct guidelines to enhance customer care in the organisation. Employees should learn to think about their customers' mindset. In addition, employees should be equipped with the ability to plan for all possibilities and must listen to customers that are familiar with the organisation or the services. The changes initiated by the organisation can help to boost the organisation's growth rate. Some of the strategies that were put into practice include the Performance Appraisal Review (PAR). PAR is another essential factor that requires organisations to come up with a suitable process for grading workers according to their performance. This was mainly discussed by managers, and it was mainly based on company values. This process was also based on the employee's impact on the organisation. The process is very fair as each employee is given a chance to prove his or her contribution to the organisation. Each employee is required to make an impact on the organisation. The PAR exercise can be held at quarterly and annual intervals.

Reward and remuneration is another cultural factor that is based on job levels and the experience of staff given the targets and incentives that they receive for their achievements. These targets were identified as Key Performance Indicators (KPIs). An employee's job is first subdivided into several task components consisting of a particular behavioral target that must be met to be rewarded. Remuneration is awarded based on the overall percentage of KPI achievement. Recognition also affects employee performance. The selection of employee of the month is also a feature of this system. An online submission plan was launched to enable employees to identify successful co-workers who had gone above and beyond their duties. The best person in the sales department was also amongst the employees that received this reward. The company also launched a newsletter explaining how each employee received exemplary rewards.

Wood et al. (2010) identified these reinforcements as extrinsic rewards. The author suggested they are usually given to someone by another person. An employee has to be selected by his or fellow employees. Such rewards are environmentally impactful and are more vital in influencing employee behavior through the law of effect. Cultural change takes years before finally yielding results (Wood et al., 2010). However, Oakland & Tanner (2007) argue that cultural strategies could be used to shorten the timeframe. The authors argue that it is important to support culture to meet the desired change in behaviour. At times, an organisation may need a professional, customer focused culture which demands

employees always demonstrate professional skills and behaviour. To help achieve this, the organisation found it necessary to sponsor its employees in full-time training programmes. This was meant to increase communication awareness, with a greater focus on questioning and empathy.

3.7 Organisational Change

McEwen & Wills, (2007) suggest change leaders are often required to follow a theoretical framework when initiating change because of the complex nature of the process. A theoretical framework is often considered suitable due to its ability to provide a basis for making an informed decision that allows for enhanced control over the results of action. Campbell, (2008) and Wolf (2006) observed that Rogers' Innovation Diffusion Theory and Kotter's Change Management Model are the main theories that have largely been accepted regarding change innovation. For organisations to create a climate for change, there are several steps that need to be taken. First, leaders have to create a sense of urgency. Kotter (1996) observed that the biggest mistake that leaders can make when attempting to bring about change is when they allow complacency to take hold. To avoid complacency, leaders should first create a sense of urgency, as this is a very critical step. A sense of urgency often mitigates any form of resistance and helps employees see and feel the importance of change Campbell, 2008).

An organisation must be committed to developing a vision and strategy. Leaders are advised to create a clear and defined vision that is broadly accepted by all stakeholders. Kotter (1996) maintains that leaders achieve these through a compilation of statements that articulates what the leader intends to achieve, using as little time as possible to explain his ambition. The vision should include an outlined ambition of what the future should look like. Clark (2010) observed that this should be articulated in clear and measurable terms and must be agreed by all stakeholders. Communicating the vision should be the first step. At this stage, communication and convincing all stakeholders occurs only after the vision has been created and agreed upon by all stakeholders. This stage often requires leaders to lead by example when communicating their vision. The vision should be communicated using word of mouth and action. To gain buy-in, Campbell (2008) observed that members from all groups need to hear the same message from everyone. For this to become a reality leaders must be engaged in continuous dialogue with stakeholders and this is essential for building commitment and trust.

The next stage is to amalgamate gains to yield more change and securing new approaches within the organisational culture. During these two stages care must be taken not to be too hasty in driving change. If change is declared to be successfully adopted, Kotter (1996) maintains that this means that people will revert to the conventional way of doing things. Clark (2010) explains that it is essential to maintain a constant focus on the anticipated vision and the premeditated steps needed to realise the vision until change develops as an enduring part of the organisation's culture. At this stage the vision will be imitated in the collective values and norms. Change can only create amicable solutions if leaders develop a clear understanding of the organisation's objectives and the strategic context forming the perspective of each stratum. The only aspect which leaders who desire to bring amicable change about must be ready and willing to adhere to understands the need for change (Travers and Downs, 2000). The change should be equally interpreted at all levels of the organisation, from the bottom to the top. This is facilitated by positive communication throughout the organisation (Craig, 2009).

Change leaders should mainly focus on improving effectiveness and efficiency to eliminate the problems experienced when designing policies. Policymakers need to work on how to eliminate institutionally embedded heritage which mostly acts as a stumbling block to the smooth flow of the process. Stakeholders play an important role in initiating change in government thanks to the external pressure that they usually exert on the them (Travers and Downs, 2000). Another obstacle that needs to be avoided when implementing policies is organisational autonomy as this also plays a major role in hindering the smooth flow of the process (Benham-Hutchins, 2009). It is very important for policymakers to firstly observe these obstacles when launching new policies as this will enable them to diligently address all of the problems that they encounter in pursuit of policy implementation.

3.8 Factors Affecting TQM Implementation

Quality vs. quantity is something that greatly determines public services. Most government organisations are overstretched due to the high number of customers they serve. This has forced many to concentrate on quantity rather than quality (Gerald and Terziovski, 2003). The main reason for such efforts is mostly due to the allocation of inadequate funding. The literature provides clear guidance for managers and supervisors regarding the implementation of TQM. This study found it necessary to assess these perceptions to come up with a clear understanding of the concept. Any effective

implementation of TQM requires an organisation to prepare itself in the following manner: a gathering of top management support, employee incorporation, and the use of data to inform quality work, positive supplier relationships, quality supervision, enhanced team effectiveness, and customer orientation. These are essential for positive performance in any organisation.

Mazher (2015) aimed to investigate the four dimensions of TQM which are fundamental for construction process. These four dimensions are quality management, quality control, quality assurance, and quality inspection. The regression analysis has been done to identify the effectiveness of these variables towards the quality in the company. The empirical result shows that quality management and assurance have the most effects towards quality as they are positively and significantly related to the quality. Hence, the effect of the control and inspection are found not to be significant

3.8.1 Employee Characteristics

O'Reilly, Snyder, and Boothe (1993) agree that the first step towards bringing about organisational change in any TQM processes is affecting the operations of both the leaders and management teams. Both managers and supervisors must be actively involved in TQM implementation practices mainly because their characteristics influence the entire process. These characteristics may include: pay grade position, years of education, years of service in the organisation, years of service in the current position, age, and gender. The literature does not pay much attention to these variables in terms of how they affect TQM implementation; something that makes it difficult to use them to formulate a strong hypothesis. This study found it worthwhile considering all these characteristics since they all play a role in TQM implementation.

Zeits (1996) observed that employees who are low-ranking are more likely to support TQM implementation since they are likely to benefit from taking control of their jobs. High ranking employees were also found to be receptive to change as they felt more confident. Moreover, highly educated employees are also receptive to TQM, since they are willing to welcome new ideas; something that makes education a key factor in TQM implementation according to Kimberly and Evanisko (1981); Hua, Chin, Sun, and Xu (2000). In the public sector, educated employees sometimes fear TQM mainly due to the difficulties brought about by conflicting interests between the political elites who normally head these organisations.

Huber, Sutcliffe, Miller, and Glick, (1993) & Miller (1991) observed that new managers are more likely to implement changes without resistance, as opposed to managers with a long tenure of service. Long tenure service managers tend to be resistant to change. The researchers further argue that managers in the lower ranks may also be quick to implement change because they are more likely to benefit from such change. Hambrick & Mason (1984) agreed that age is a factor that can have negative impacts on new decision implementation. However, Huber et (1993) disagrees and maintains that there is no significant relationship between organizational change and age as a factor. Hosseini (1995) & Currie (1997) all observed that both genders support TQM implementation.

Barriers are viewed by the literature as key impediments to successful TQM implementation. Zeitz (1996) lists these barriers as a failure to include quality activities in performance standards, and the loss of control by managers. Other barriers observed by Tamimi & Sebastianelli (1998) include a lack of connection between TQM and reward systems, a lack of benchmarking, inadequate training in quality procedures, and resistance to change. Failure to address the needs and fears of employees which may arise during TQM implementation is another key main reason for negative attitudes (Conor, 1997). According to Daft (1998), it is the responsibility of leaders to ensure that they set up quality objectives which are capable of leading their organisations to prosperity. These objectives should mainly focus on customer satisfaction, quality supplies, and services.

Leaders are responsible for the high profile vision of their organisation and also in leading their organisations towards the realisation of the set vision (Burke and Litwin 1992; Greiner 1967; Jick 1993; Kotter 1995). Leaders should demonstrate high commitment in organisational mission, empowerment, and communication. Transformational leadership applies similar factors. Burns (1978); Bass (1985) & Bennis and Nanus 1985) observed that a transformational leader is one who can lead followers into task completion. They can motivate followers towards organisational objectives rather than personal motives and can inspire followers to be committed and to develop a common vision. They can also facilitate learning amongst followers. According to Avolio (1994), strong leadership styles should always be demonstrated through the harnessing of employee commitment, building trust, inspiring, motivating, allocating challenging tasks, and caring for the social welfare of followers.

West, Berman & Milakovich (1998) found that all that it takes for transformational leadership to be successful is all that it takes for effective TQM implementation to be successful. Masi & Cooke (2000) agrees with this idea. This study found it important to measure effective leadership styles using transformational leadership characteristics such as vision, competence, the development and encouragement of followers, recognition of success, creativity, clear values, trust, and the incorporation of employees into strategy. The study also found that higher TQM implementation and impacts can only be realised where both managers and supervisors embrace high-level characteristics of the above-named behaviors.

3.8.2 Organisational Factors

Hennessey (1998); Kotter and Heskett (1992); Mintzberg (1983); Peters and Waterman (1982); Schneider, Brief, and Guzzo (1996) believe that organisational culture has a very strong impact upon the entire organisational change process. Employee perceptions regarding organisational policies and the environment positively correlate to organisational outcomes such as productivity and quality. Schneider (1990); Schneider and Bowen (1993); Allen & Brady (1997) and Dellana & Hauser (1999) observed that democracy culture plays a major role in TQM implementation practices as opposed to any other culture. Shin, Kalinowski, and El-Enein (1998); Wong (1998); Westbrook (1993) & Berry (1991) all agree on the common fact that leaders need to first ensure that their TQM implementation structure is supported by their organisational culture. Zeitz, Johannesson, and Ritchie (1997) observed that the following cultural elements strongly correlate to successful TQM implementation and impact: communication, job challenge, receptivity to innovation, trust, and social cohesion. Allen & Brady (1997) assert that communication plays a significant role in TQM implementation.

This study also found that allocating challenging tasks to employees was another major step towards the successful implementation of TQM tasks. The allocation of challenging tasks simply means that employees will have to come together, drawing on their concerted efforts to solve problems and effectively respond to the needs of customers. Innovation helps with TQM implementation through the extensive reexamination of how matters need to be handled. Both management and employees also need to display trust and to allocate greater responsibilities to followers without the fear of being let down. Deep social cohesion again supports better teamwork, which leads to effective TQM implementation. Managers and their supervisors also need to perceive of

high levels of cultural elements to be able to successfully implement TQM structures and realize the positive impact of the initiative. This aspect plays a very important role in TQM implementation. For flexibility and decentralisation, organisations need to warmly embrace effective structural mechanisms (Burns and Stalker (1961) and Mintzberg and Quinn (1992). Tata, Prasad, and Thorn (1999) maintain that organisational structures provide empirical support towards effective TQM implementation such as hierarchy, formal authority, and written rules to conduct business. This is all that an organisation needs to do to conduct its day to day operations effectively.

Mintzberg and Quinn (1992); Damanpour (1991) argued that organisational structures help constrain employee flexibility and freedom, hence creating a more stable environment. On the other hand, Spencer (1994); Shea and Howell (1998) agreed that both mechanistic and organic elements drive effective TQM implementation. Effective TQM implementation demands a balanced control of all organisational structures (Vein, Sitkin, Sutcliffe, and Schroeder, 1994). Without considering all these factors, it would be impossible for managers to exert any meaningful effect on TQM implementation. In conclusion, the study asserts that effective TQM implementation can only be realised if leaders embrace high organisational structure.

3.8.3 Environmental Factors

There are up to three environmental factors which affect effective TQM implementation, i.e., external stakeholders, environmental instability, and resource constraints. Freeman (1984); Bryson (1995); Certo and Peter (1990) argue that external stakeholders can be strategic management partners or policy implementation experts. (Mazmaniam and Sabatier (1989); Sabatier and Jenkins-Smith (1993) maintain that for any TQM implementation, strategy leaders must carefully consider the role played by external groups. External stakeholder factors can either be positive or negative depending on the interest of the TQM. Aldrich (1979); Dess and Beard (1984); Miles (1980) agree that resources play a major role in the realisation of organisational change. Cyert and March (1963); Damanpour (1991) maintain that for many organisations to be able to cope with environmental uncertainties and to support innovation, it is essential to have plentiful resources for dispensation. Longo and Cox (2000) and Berman and West (1995) observed that any organisation that struggles with scarce resources is more likely to experience reduced innovation, rigidity, and ineffective TQM implementation strategies.

An organisation must be in possession of adequate resources for it to be able to implement its total quality management (TQM) structure successfully. According to Zink (1997); Tang and Zairi (1998), resources act as enablers for TQM strategy. This occurs when leaders try to induce unnecessary organic structures accompanied with change-oriented factors. This eventually forces them to thrive in normal working environments (Aldrich,1979; Dess and Beard,1984 and Huber et al. 1993). Instability factors such as personnel reduction should be avoided as they are the cause of reduced employee morale, which in turn impinges TQM implementation. The amalgamation between industrial and service TQM management structures can bring about a very effective strategic management process if approached enthusiastically. Denhardt & Denhardt (2003) point out that government agencies need to swallow their pride and emulate what the private sector is doing regarding TQM implementation.

Hart (1992) asserts that the entire TQM process requires participatory initiatives at all stages of development and implementation. There are two models of strategy often considered by TQM (Hart, 1992).These are the transactive and transactional modes of strategy making. Transactive modes often develop organisational strategy through employee involvement, top management, and employee learning. For more effective strategies which can transform public sector organisations, Nut and Backoff (1993) point out that all major stakeholders must be considered in the process. However, without the support of top management, efforts can prove futile (Kutlu and Kocaoğlu 2010).

3.9 Chapter Summary

All government agencies need to form inter-agency cooperation which will enable organisations to come together to ensure that they make one concentrated effort towards TQM implementation. The creation of value in total quality management (TQM) in public sectors should not be left to politicians. Indeed, public managers should be at the forefront of deliberating over such measures. They should come up with development plans and must re-adapt to deliver what must be done and how it must be done. To ensure that the whole process is successful, managers must understand strategic management, and this must be well communicated to the entire organisation to win employee support. Since adaptation occurs at tactical levels, efforts should be made to ensure that managers, not political leaders facilitate the communication and strategy processes. There is a need for more research to come up with more effective approaches which can help public sector managers handle their communication strategies effectively without interference. Due to

the growing complexity and flexibility of public service organisations; it has proved extremely difficult to realise many multistep and goal-oriented approaches. However, Alford (2001) asserts that logical instrumentalism needs to be embraced by all public sectors to mitigate ambiguity, uncertainty, and changeability in all public sectors. Many TQM problems often begin when the source of performance is beyond the control of employees. Top management bears the full responsibility for the success or failure of any TQM or strategic management plan.

The political elites mostly determine public sector organisational success or failure. All stakeholders must demonstrate openness, transparency, and accountability for the process to be successful. Despite many public agencies in Bahrain having adopted TQM practices, its application only works at an organisational level and not within the top ministries. Also, the introduction of a strategic planning application in Bahrain's public sector in a more comprehensive manner has witnessed unnecessary delays. In both chapters 2 and 3, the following studies were found to bear relevance to the aims and objectives of the current study.

CHAPTER FOUR

METHODOLOGY

This chapter discusses the research method in this study. It covers discussion about research design, subject of the study, sources of data, data collection instrument, and data analysis. At the end of this section, the chapter summary is provided.

4.0 Introduction

Previous chapters provided an extensive literature review on Total Quality Management (TQM) with some reference to Bahrain's Public Sector. Total Quality Management has for some time been practiced in the private sector, and many leaders in public institutions have struggled to introduce it to the public sector. TQM has been earmarked upon to address many challenges and both employees and leaders have been challenged to embrace change. It is, therefore productive to study and analyse TQM implementation and how it affects job satisfaction. This chapter will first describe the methodology used in this study. What follows after this is a discussion of the research method, a survey, followed by a description of TQM Measurement scales and their samples.

This study will strictly be based on the research questionnaire and interview processes undertaken. The study selected several employees from different ministries/ organisations. Questionnaires were only issued to those who responded. Before issuing the questionnaires, the researcher found it necessary to first provide respondents with an information sheet. A strong foundation for the questionnaires was gained from the literature review. Data were collected and then analyses and these processes are described in this chapter. The chapter concludes by explaining the ethical considerations in relation to the study.

Descriptive statistics which touch on TQM leadership were analysed using TQM means comparison variables. The researcher used exploratory factor analysis to determine the reliability and variability of the study. A linear regression analysis was then applied. Data analysis is discussed in the next subsequent chapter. Both Hofstede and Bass' theories were considered. This chapter provides an extensive explanation and discussion of the research methodology as well as the approaches adopted in the study. The chapter begins by discussing the underlying philosophical assumptions before

proceeding to discuss the methodological considerations. In guiding some of the sections in the methodological discussion, the researcher chose to use the research framework proposed by Saunders et al., (2008) which proved to be effective in ensuring consistency of the research procedure.

The chapter also discusses the key ethical issues which arose. The study techniques adopted to enhance validity and reliability will also be discussed. An illustration of the research methodology that was considered during the data collection and data analysis phases are also discussed. The research methodology utilised in this study is comprised of the research philosophy, research design, research approach, research strategy, data collection instruments, sampling technique, data analytical process, and research ethics (Easterby-Smith et al., 2008).

4.1 Research Framework

This chapter provides an extensive explanation and discussion of the research methodology, together with the methods employed. The chapter begins by identifying the theoretical background for the study before discussing the methodological considerations encountered. The researcher adapted Saunders *et al*, (2008) Research Onion framework to ensure consistency. The framework plays a considerable role in setting of the research and identifying various methodological considerations (Babbie, 2010). Ethical issues arising from undertaking the study and the techniques adopted to enhance the validity and reliability of the research findings are also discussed here.

4.2 Research Philosophies

By undertaking this study, the researcher hopes to contribute new knowledge to the domain of strategic management to specifically improve TQM in Bahrain public sector organisations. The researcher fully understands the important role played by the research philosophy or paradigm when coming up with a research idea. The research philosophy contains a set of key assumptions upon which the study a study is based (Saunders et al., 2009). This is why the researcher strongly believes that Total Quality Management (TQM) practices can be determined objectively through the collection of factual data.

Seale (2007) pointed out that research contains different important dimensions, such as ontology, epistemology, methodology, and methods. These four dimensions are very important in determining the research question, project conceptualisation, and the

way in which a study is carried out. These decisions depend on each of these dimensions. Both ontological and epistemological positions are central points in determining the research methodology and the choice of method to be used in any study (Blaikie, 2000; James and Vinnicombe; 2002; Flowers, 2009; Kinash, 2010). According to Crotty (1998), both ontology and epistemology need to accompany every aspect of the research process.

Epistemology often dominates in research discussions (Blaikie, 2000; Saunders et al., 2009) since researchers understand that a common reality will always vary subjectively. All research remains subject to the researcher's interpretations, despite the fact that research is based on a common reality which varies from study to study. This study is based on an objectivist epistemological philosophy of realism. Proctor (2005) suggests that when one is developing academic research, this should happen within the constructs of a philosophical approach. In addition, the researcher also felt that it is important to adhere to the confines of research to explain and analyse the subject.

In the context of this study, the researcher used a specific philosophical approach to identify research framework. The framework governs the collection of necessary evidence, the nature of data gathering and the way the data is interpreted. This will ensure that only relevant data is used to answer the research question. It is important to first consider the different philosophical positions/paradigms that exist before one commences on a comprehensive study. Collis and Hussey (2013) explain that a research paradigm is a term used to describe the perceptions, assumptions, beliefs, and nature of truth and reality that underlie a given study. To give consideration to the fact that the manner or approach by which given research is conducted remains deeply affected the philosophical position, all attempts should be made to ensure that only correct methods are used when adopting a research process.

Finding an appropriate research paradigm is important as this determines the extent to which new reliable knowledge on TQM management can be developed. The validity of knowledge in terms of how effective TQM is for dealing with employee satisfaction issues is arguably contingent upon an ability to make correct assumptions and interpretations about top-level management and how they regard their employees. Saunders et al. (2003) observed that a research philosophy contains contrasting approaches such as positivism, phenomenology, and realism. Each approach contains a

hypothesis and methodological implication based on a fixed position. This ensures that an error-free and objective result can be obtained. Each of these research philosophy characteristics is explained below.

Marsh and Furlong (2002) maintain that both ontological and epistemological positions tend to be more implicit and they help shape the approach to research as well as the methods adopted. Seale (2007) defines ontology as a philosophical belief system which often tries to explore the nature of social reality based on what can be known and how. Ontology describes how we try to find out whether the world follows a certain defined pattern, and if so, it helps determine if this pattern is predictable. Another common question is whether human interactions or ritual play any significant role in these patterns.

Kinash (2010) and Blaikie (2000) define ontology as the science or theory that touches on human beings. They further maintain that its questions are mostly directed towards the true world that we live in. A researcher needs to be very careful when coming up with an ontological assumption as this affects many things ranging from topic selection and the research question to research strategies. On the other hand, Seale, (2007); Guba & Lincoln, (1998); Hesse-Biber & Leavy, (2004); Easterby-Smith et al., (2008) define epistemology as a philosophical assumption which tries to illustrate who is most informed. Epistemology often helps the researcher understand the nature of reality. This helps him or her to adopt appropriate research methods for the study process and to consider the limits to the knowledge produced. In a similar vein, a book written by Dr. Kerry E. Howell (2012), "An Introduction of Philosophy of Methodology" which appeared in Sage Publishing, it was mentioned that:

"Knowledge, truth, reality and theory are considered contingent and based on human perception and experience. The former considers that a truth is consistent; that it is observable, understandable and exists in an external context (of course the post-positivist would consider a truth as such until it was displaced and question whether humanity is able to fully understand truth)."

The substance of the statement of Howell (2012) should be taken into consideration in the present research. This study contributes to the creation of new knowledge by looking into the project management challenges organisations face in the design and implementation stages of TQM in Bahrain public sector. For such knowledge to be precisely created, it is essential to make some imperative assumptions about the

research topic. The nature of such assumptions establishes the philosophical paradigm/position. In the current research, it is assumed that data on project management challenges encountered by organisations can be collected systematically, scientifically, and objectively.

The implications of, and causes of cost and time overruns faced by project organisations are, for example, recognised and it is possible to measure these objectively. These characteristics of the present study are well aligned with the positivist philosophical paradigm, which pertains to collecting facts. The causes of and implications of time and cost overruns experienced by the project firms are, for instance well known and hence the ability to objectively measure them is guaranteed. These aspects of the current study align well with positivism, which, according to Saunders et al. (2012) is concerned with the collection of facts.

4.3 Research Approach

In carrying out research, two main approaches can be adopted (Blaikie, 2000). The first approach is inductive, and the second is deductive. To begin with the deductive approach, the researcher aims to test existing theory based on new findings acquired from the process of analyzing data. Specifically, Babbie (2010) explains that the theory created in the process of carrying out the study is tested thoroughly to appraise its consistency with earlier theories. In the context of this study, various theories on project management challenges like TOC (theory of constraints) have been identified.

Bryman (2015) defines the research approach as the reasoning behind the choice of a particular set of research methodologies and design. There two main research approaches: inductive and deductive (Bazeley, 2002). This study adopted an inductive approach as it aligns well with qualitative values. This approach demands that the researcher makes specific observations regarding the phenomena of interest. These are then used to formulate both broad generalizations and theories (Bleeker et al., 2010). Using an inductive approach is the same process as theory building. Despite its fresh insights in a given area of study, it has been found to contain some degree of uncertainty which impacts negatively on the potential generalisation of study results (Burke, 1997). To confirm or disapprove previous findings on effective TQM implementation, the researcher chose to adopt the deductive approach.

Saunders et al. (2007) explain that there are two research methods contained in any research approach: the deductive and inductive approach. Saunders (2005) explains that when working with a deductive approach, one is required to test different theories before coming up with a final theory or hypothesis. This is essential towards strategy formulation in theory testing. An organization working based on a top-down approach mostly considers using the deductive approach. One is required to follow three steps when conducting research based on the deductive approach. One should first begin by stating the hypothesis to be examined in the theory before conducting data collection to test the hypothesis. Finally, making the right decision when accepting or rejecting the hypothesis will inform the conclusion. The inductive approach is suitable when one wants to generate theories and hypothesis to find out why a particular phenomenon is happening. This is always based on reality. This method is suitable when one intends to formulate theories and scientifically gather information, especially considering that one will have to conduct data analysis. The inductive process also follows three steps: observing the environment, coming up with a pattern for the observed environment, and making a generalization on the final result.

Seddighi, (2000) explains that, although not mutually applied the two approaches can play an integral role in organisational management; but what remains common is that both the research question and research objectives predominately determine the two approaches presented in a study. The researcher adopted a deductive approach for this research, mainly due to the following reasons. a) To create a clear path for the research process. b) It proved suitable for testing the study theory. c) It helped the researcher move from the specific to the general. d) It helped the researcher towards the realisation of the study objectives. e) It helped the researcher come up with the best techniques in terms of how to implement TQM in public sector organisations. f) It helps with strategy evaluation for public organisations because past studies addressing strategic management for improving TQM in the industry have been inadequate. Holding interviews with industry experts on the topic of research can help to develop new knowledge. Thus, the current study depends on the inductive approach to a lesser extent.

Eriksson & Kovalainen (2008), this approach involves developing a new theory based on data analysis. Some reasoning in terms of the path of action that should be taken in the research process is what makes a researcher decide on a particular method of study. Buchanan & Bryman, (2007) agree that such reasoning needs to strictly be

based on either a deductive or inductive approach. Present studies indicate that a lack of effective TQM management practices in most public sector organisations is what contributes to the poor performance of most of these organizations.

Hurlimann & Dolnicar, 2010) observed that the lack of information and participation in the TQM process is what leads to stiff resistance in the implementation of these programs. The researcher chose to adopt a deductive approach in the current study, given these clear theoretical propositions. This approach requires one to review all existing theories before making tentative propositions, which can then be confirmed or rejected when one makes empirical observations. The available logical facts obtained through primary research will contribute greatly to reaching conclusions in terms of what should be done to create effective TQM practices in these government organizations. An inductive approach requires one to begin the study by making observations, before proceeding to the theory, which is usually based on a tentative hypothesis process. Teddlie & Tashakkori (2009) define the inductive approach as a study based on qualitative data which is more useful when there is little or no previous research in the field of interest.

4.4 Research Methods

This study used the descriptive method of research using a questionnaire as the main instrument in gathering the needed data and documents to supplement the data gathered from the questionnaire. Heppner et al (1992) described a research design as a plan or structure for an investigation. The data were given a deeper analysis in order to arrive at a more concrete, reliable and viable result. Saunders et al. (2003) defined the descriptive survey method as one which looks at intense accuracy at the phenomena of the moment and describes precisely what the researcher sees. Descriptive research design is concerned with describing the characteristics of a problem. Questionnaires and interviews are the two methods used to elicit information in a descriptive research. The questionnaire was designed according to the objectives of the survey. The qualitative results of the informal interviews were used to strengthen the results obtained in the questionnaire.

According to Mcleod (1994), the objective of qualitative research is to generate authentic descriptive accounts of certain experience. It could be noted that the interviews were very helpful as they gave the chance to understand issues mentioned in the questionnaires. According to Fitz-Gibbon and Morris (1987), quantitative research requires

the use of numbers, where one asks questions like ‘to what extent?’ and ‘how many?’. Both qualitative and quantitative approaches would make it possible to gather the most needed data to address the research problem and to ensure that the objectives of the study were successfully met. Regardless of whether researchers adopt a qualitative or quantitative approach, some aspects of each will be incorporated into the research design (Sarantakos, 2005). To determine the strategic management in improving total quality in Bahrain’s public sector, the descriptive-survey was employed in this study.

This approach is appropriate wherever the objects of any class vary among themselves and one is interested in knowing the extent to which different conditions are obtained among these objects. (Good and Scates, 1972). The word survey signifies the gathering of data regarding present conditions. A survey is useful in: (1) providing the value of facts, and (2) focusing attention on the most important things to be reported. The researcher also used the Likert’s Scale, correlation (R), interviews, and focus group discussion (FGD) in this study. The basis for using this method would be the information that the data gathered were obtained through a survey questionnaire and interview from the respondents. The data and other information were consolidated by way of documentary analysis.

There are two main methods of data collection: qualitative and quantitative methods. Many primary qualitative studies are often conducted based on exploratory research. Molhorta and Birks (2000) characterised exploratory research as objective, insightful, and comprehensive in answering the research question. Demaree and Wolf (1984) maintain that exploratory research goes in hand with qualitative research. Creswell (1998) defines qualitative research as a primary process that tries to bring about understanding based on methodological traditions of data collection. This method often tries to explore the social or human problem. The research aims to build a complex holistic picture by analysing words and reporting the detailed views of informants using a survey strategy process.

This study is based on survey questionnaires as a main method of data collection. Many reasons led the researcher to believe that questionnaires were most effective for this study. The researcher set out to investigate the extensiveness of the strategic management process towards improving TQM management practices. Easter by-Smith et al., (2012) observed that when one is undertaking a quantitative study, it is always

advisable to gather data from a large number of people to facilitate generalisation and reliability of the study findings. This rationale was applied to the current study. To facilitate ease of analysis of the responses with regards to the design of the survey questionnaire, the researcher presented closed-ended questions to participants. A chance to offer additional views from the respondents was provided near the end of the survey. The researcher used a Likert's scale for attitude-related questions. This was necessitated by the fact that simple yes/no questions may not have been effective in measuring strategic management processes towards the improvement of total quality management (TQM) particularly given the context of the study.

At this juncture, the researcher was also forced to allow for a degree of opinion. The study objectives also played a large role in shaping how the questionnaire would be designed. In a semi-structured interview, a researcher often tries to accumulate qualitative data through the creation of circumstances. This is important as it allows participants enough time and scope to give their opinions on a particular subject. According to Huberman and Miles (1994), this method can prove to be very useful considering that it allows the researcher to focus upon certain topics. Yet, it does not confine the conversation to topics that may be too narrow in focus to understand the complexity of the phenomenon. Such an interview approach helps to reduce biases as it mainly focuses on what the interviewee perceives as important and not what the interviewer thinks. According to Dewhurst (2006) maintains that there are three types of research approaches: quantitative, qualitative, and mixed methods. These are:

Quantitative Approach. This method is characterised by the diligent use of mathematics and statistics (Andersen, 1998). Both research objectives and research question have predominantly determined the use of a quantitative approach for this methodology. This was vital in ensuring that the results remained scientific and reliable. Creswell (2003) defines the quantitative approach as a process in which a researcher primarily tries to use post-positivist claims towards the development of knowledge. This process requires the researcher to employ strategies of inquiries such as surveys which helps with the collection of data based on predetermined instruments and which often results in statistical data. Baker (2003) conducted by use of questionnaires, whereby they assist the researcher in undertaking statistical basements of correlations as well as in establishing cause and effects.

The use of questionnaires gives makes data gathering easy, especially in the implementation of the Likert's scale (Alverson and Deetz, 2000) point out that a questionnaire also allows one to gather data from a large number of respondents. It is quick and inexpensive as compared to a questionnaire because the survey questionnaire can be conducted online. This study made assumptions that questionnaires tend to be more objective more than any other forms of quantitative data. The use of questionnaires should strictly be based on standardised and validated scales. This allows the researcher to include items such as agreeableness, conscientiousness, emotional stability, extraversion, and intellect which can all be efficiently assessed (Brown (2002); Davies et al, 2004). To provide consistency throughout questionnaires and to minimize the possibility of confusion, the researcher needs to analyse his work using the Likert's scale.

Qualitative Approach. This method is non-numerical or unquantified data such as interviews (Denzin and Lincoln, 1994). This approach can also be used to describe qualitative data. To create a deeper understanding of the research problem being studied, Andersen (1998) suggests the researcher needs to use this method of data collection. Saunders, Lewis, and Thornhill (2007) refer to quantitative data as quantified numerical, which encompasses questionnaires. The qualitative approach in this study is represented by unstructured interviews and written views within the questionnaires survey forms. Sugiyono (2008) stated that qualitative research is the most frequent form of display data is narrative text. Hence, the researcher arranges the data in good sequence of narrative text in order to be easier to understand.

Mixed Approach. The mixed method approach has been practiced by various researchers since 1950s but formally began in the late 1980s and is increasingly used by a growing number of researchers (Creswell, 2003; Creswell & Plano Clark, 2007; Dunning, Williams, Abonyi, & Crooks, 2008). The mixed methods research justifies the question of determining the perceived value of mixed methods research compared with a quantitative or qualitative study. In this study, the researcher used this mixed methods to determine the strategic management in improving total quality in Bahrain's public sector specifically on the demographic characteristics in terms of gender, nationality, number of years in public sector, category of specialisation, position in the organisation, and field which teamwork is relevant. The strategic management practices and TQM applications along institutionalising the planning function, establishing the strategic foundation, conducting the strategic situational diagnosis, and managing TQM implementation.

Using this approach, the researcher employs a mixed method of study. According to Patton (1990), a mixed method approach often tries to study a phenomenon using triangulation which is a method of convergence between qualitative and quantitative methods. Blumberg et al. (2005) point out that a mixed methods approach is often considered in an attempt to offset the inherent weakness of single approaches. Using this approach, the researcher chose to create a quantitative survey mainly due to its usefulness in reaching many respondents. This gives readers more confidence in the results and the conclusions they draw from the study (O'Cathain, Murphy, & Nicholl, 2010). The mixed methods gain a deeper, broader understanding of the phenomenon than studies that do not utilise both a quantitative and qualitative approach.

Triangulation. This study also utilised triangulation to cross validate data through cross verification from two sources. The researcher uses methodological triangulation to get validity of data. Moreover, the researcher collects the data by using interview guide which is supported by questionnaire. According to Remenyi et al. (1998), using triangulation is time-consuming, costly, and inefficient, given that it often tries to counterbalance the weakness of an approach with the strengths of another. If a researcher decides to employ this method of research, then it is important to ensure that the optimum amount of devotion is directed towards the unification of the two approaches. However, qualitative research helps to expound and justify the data collection methodology. The survey method was therefore chosen as the main method for data collection in this study. The main advantage of this method is that it will allow the researcher to use the scales of measurement already founded on strategic management in improving total quality management.

The study chose a quantitative research approach since it can be well thought-out and the questions representing total quality management could be precisely analysed to come up with the best strategic management approach for TQM. A quantitative research approach is likened to discovering relations between variables (Bryman and Bell, 2007). According to Cavana et al. (2007), qualitative research is suitable when one wants to compare natural science and the paradigmatic approach. The researcher chose to use both primary and secondary data in relation to effective TQM implementation. Secondary data were gathered from industry publications, journals, and textbooks specific to TQM management practices.

Adopting the right strategy, which is simply having a plan that provides overall direction in a given study, is the only route to consistency (Collins 2010). There several research strategies that a researcher can choose from as observed by Bryman (2008) and these include: case study, survey, archival research, action research, and ethnography, among others. The researcher chose to use a survey strategy in this study so data collection was carried out on pre-selected public sector organisations in Bahrain, government institutions, CT experts, and the general population.

Saunders et al., (2008) maintains that a survey strategy method is consistent with the deductive approach and positivist philosophical position which is suitable for answering, which, who, how many, where and what questions. Due to the nature of the research topic, which mainly focuses on more than a group of people, the researcher found it necessary to adopt a survey strategy approach. There several advants that a researcher can derive from the choice of a survey strategy process. The chances of a researcher engaging in bias or asking questions that are subjective are zero mainly due to survey authoritativeness. The ability of a survey to allow for the collection of data from a large population helps increase the representativeness of the study findings.

Babbie (2010) maintains that with the use of the survey process, a researcher can collect data that can be easily compared during the analytical process. Despite their advantages, Saunders et al. (2012) observed that surveys have been criticized since they often lead to the collection of superficial data (Saunders et al., 2012). To provide accurate answers on how Strategic management process needs to be handled to improve Total Quality Management (TQM) in Bahrain – public sectors, the right research method had to be adopted. Babbie (2010) identified some of the common methods or strategies in research as follows: a case study, survey, ethnography, and action research. The researcher adopted a survey method of study as it remains consistent with the choice of quantitative data and descriptive research design.

The survey process proved to be the best choice for the researcher considering that the study necessitated wider population comprising of employees in Bahrain to generalize the results. This method provided the capacity for broad coverage. It was also possible to collect candid and unbiased information regarding what needs to be done to have an effective TQM system in Bahrain, given its ability to ensure the confidentiality of responses. The tendency of a survey to lead to the collection of superficial information

remains the main limitation of the survey process (Cargan, 2007). One needs to avoid such problems by coming up with a well-developed survey to ensure a comprehensive response.

However, it is also important to allocate ample time for the data collection process. It is advisable to first put in place a clear path and plan of action before commencing on any systematic study process. Easterby-Smith et al., (2012) observed that with a research strategy it is possible to have a clear plan of action which is vital for helping the researcher provide reliable answers to the research questions. Some of the research strategies or methods that one can choose from include: survey, experiment, action research, case study, and ethnography, among others. Due to the current nature of this study, the researcher chose to adopt a survey research strategy.

4.5 Research Design

The research design explains all of the research questions considered in a study. The research design should strictly be based on the initial research question to meet the main objectives of the study. The current study adopted the use of a mixed methods research design to warrant a strong and more comprehensive study. Thus, the study combined both qualitative and quantitative data to meet the objectives of the study. In the context of this study, as explained by Sachdeva (2009), quantitative data comprises of numerical data that can be examined through the use of mathematical techniques and these are then presented in graphical form. Quantitative data was favoured in this case due to the need for an engaging measurement of the underlining variables. The research design performs the following main functions: helping a researcher decide what questions to study, deciding which information is relevant to the case study, and reasoning around how to collect data and analyse it. Saunders et al., (2003) explain that there are three types of research design: exploratory, descriptive and explanatory.

4.5.1 Exploratory

Yin (2003) maintains that this type of research is particularly important for answering the "what" question. This only comes into consideration where there is a new phenomenon or where there is insufficient, inadequate knowledge in the subject of any study. It can also be used to approve the researcher's objectives by gaining new insight into a particular matter that fits into the study and matches the research setting. Saunders et al. (2007) point that such a study is significant in bringing g understanding to new

phenomena. For one to conduct an exploratory study, it is useful to commence by searching for and studying relevant literature before seeking expert opinions on the subject matter through interviews. The main problem with exploratory research is that it cannot remain constant, considering that changes keep occurring in terms of daily events. New information continues to emerge and new hypothesis are therefore required.

4.5.2 Descriptive

This research is designed in a way that tries to reveal profiles, events and situations. The research is mainly centered on questions such as: "who," "where" "how many"; "how much." It can also be used in answering the 'what' question if the researcher intends to obtain specific details in relation to a certain topic or subject. So called archival research is therefore appropriate (Yin,2003). This type of research is useful when one intends to focus on the details as well as describing phenomena. It can also be applied where one intends to make predictions concerning a specific outcome. Saunders et al., (2003) reveal that this approach applies to many types of research processes such as archival records, questionnaire and secondary data, etc. as opposed to an exploratory approach which is only based on qualitative research.

4.5.3 Explanatory

This type of research is also referred to as casual research. It mainly answers the "how" and "why" questions. Casual research intends to unearth casual connections among variables. In the description of relationships, in a bid to explain the cause and effect of a particular event, this approach considers the use of qualitative research based on case studies, histories, and experiments. Qualitative research seeks to answer questions related to "how" and "why", often revolving around cause and effect. Yin, (2003) and Saunders et al. (2003) observed that this type of research approach utilizes both statistics and secondary data. Exploratory research design has remained one of the most preferred methods for new studies since it offers full comprehensive details enabling one to produce focused findings.

This study adopted scientific design as a methodological approach. Cooper and Schindler (2003) defined science design solution as a process whereby both ingenious and purposeful solutions are created in a situation referred to as artifacts. This is mainly aimed at bringing about a solution to specific problems. The study mainly focuses on evaluations before coming up with more congruent mechanisms, which are aimed at

making a significant impact on the already mature models or artifacts in the application of Bahrain's public sector. Science design research is suitable for this particular type of research.

Moreover, the study found the science design research guidelines offered by Sekaran (2003) to be unreliable. The guidelines seem to fail when it comes to offering adequate descriptions of the research design. The researcher therefore decided to come up with a mature model of evaluation as well as a developmental framework based on the literature review. This situation led to the selection of Collins (2010) approach, which helped to guide the evaluation method and development process. Both the process and maturity model were discussed earlier. Answers to the research questions were provided through a quantitative data process. Creswell (2013) defines quantitative data as information that takes the form of statistics or numbers and which is normally analyzed through mathematical techniques.

The researcher also found the need to adopt a descriptive research design to study respondents' attitudes on the issue of TQM practices in public sectors. Myers et al., (2010) assert that a researcher can only choose a descriptive research design if his or her problem is well understood, or if it is formal and structured. The researcher also needs to be certain that the study requires contact with a large representative sample. Critics of descriptive research often term it as "mere description," but it can in fact help provide important information on the nature of employees. With a solid description, a researcher can provoke questions such as 'why.' For instance, why do most public organizations perform poorly as compared to their private counterparts?

The choice of research method is predominantly determined by the type of research question at hand. A researcher can either chose between qualitative or quantitative researcher both. The current study took the form of a qualitative study. Saunders et al. (2012) explain that qualitative studies involve some detailed description and analysis touching on various aspects such as people, organisations, situations, events, and documents. Researchers typically interested in specific and detailed information about particular behaviours, practices, or experiences regarding the research phenomena will consider the use of qualitative data. Different organisations have unique problems, hence the need to come up with effective TQM practices that suit the various levels of government. To better understand the aspects of influencing effective TQM

implementation in public organisations, the researcher chose to adopt an exploratory research design. Creswell & Clark (2007) explain that exploratory research design is often considered where the researcher intends to understand and seek clarification as to a specific research design.

This current study aims to offer extensive information which can be reviewed in light of existing literature and theories on TQM management practices. Problem definition, the comparison of existing maturity, and the determination of development strategies are the first three steps in the process as defined in the preceding chapters. The fourth step, which involved iterative maturity model development, was initiated in chapter 5 of this study. There is a need to validate the model based on input from external sources to iterate the conceptual model drafted in the previous chapters. To achieve this process, the researcher was forced to collect and analyse empirical data from clearly authenticated sources.

Rarely does the literature consider the use of quantitative methods in maturity development. However, both cluster analysis and Rasch algorithm have been used on more than one occasion to group all the necessities into a staged maturation path (Jha, 2008). The use of the Delphi method and of case studies, literature reviews, focus group discussions, and expert interviews are some of the qualitative methods that are commonly applied in this context (Cooper and Schindler, 2003). A conceptual maturity model was developed after developing the selected maturity model framework. In the process of the collection of empirical data the validation of the conceptual model was achieved to assist with applying the model to a specific and comprehensive context. Gaining knowledge around which data needs to be collected goes a long way to assist with the choice of the best method of data gathering. It must be kept in mind that the methods selected for data collection should not be too restricted to the content of the existing conceptual model (Glaser, 2009). It should be able to support possible emerging ideas during the data collection period.

Bahrain's public sector was identified as a site for data collection through observation, but this proved to be impossible as it is not easy to observe many organisations while at the same time making a comparison of the data collected with the conceptual model. Despite the method demanding direct access to the organisations this approach would have meant the researcher would have to spend several years just

observing to eye-witness the required progress in the organisation before making any evaluations and further developing the model. It is due to this, that the researcher opted to carry out interviews as the main method of data collection. With interviews identified, the researcher felt he could easily utilise the experience of Bahrain's public sector professionals, who have already served in multiple public sector organisations.

The study was therefore based on semi-structured interviews as these were considered most suitable in this case as compared to structured interviews, which tend to be pre-fixed with specific questions and certain answer options. A personal interaction with respondents is possible using semi-structured interviews and they allow room for flexibility which gives the respondent an opportunity to clarify or explain their answers. This is very important as the interviewer also gets a chance to clarify some of his/her questions if need be. This explains why the researcher opted for this method of interview. Another advantage in using a semi-structured questionnaire is that the research topic can be explored in great depth hence yielding much richer data.

Interviews present an opportunity to steer the interview process to its full potential, hence creating room for new ideas to be presented. In this regard, qualitative methods of data collection in the form of interviews and focus groups can be used in this study for the analysis of findings (Yin, 1993). The use of a survey questionnaire will further strengthen the findings of the study. The survey questionnaire sought to gather data from Bahrain's public sector practitioners. The survey questionnaire will be based on close-ended questions in the form of a quantitative survey. The methodology allows for the accumulation of information from a sizable respondent base, and the utilisation of shut inquiries to improve the quantitative evaluation of the relationship between the variables of the study (Sekaran, 2003).

4.6 Research Strategy

A precise study regarding the challenges experienced by organisations in the Bahrain public sector means achieving consistency between the research questions, research methodology, and theoretical approaches. According to Collins (2010), such consistency can be achieved by adopting the most appropriate strategy, which is a plan that gives overall direction to any study. According to Bryman (2008), some of the widely used research strategies that researchers can select from include survey, action research, cases study and archival research. The current study adopted a survey strategy whereby

case data were collected from a rather large number of Bahrain's public sector organisations that make up the country's global industry. It is easier to acquire data from a large sample using a survey, thereby increasing the generalisability of results. Thirdly, a key advantage linked with surveys concerns the ability to gather easily comparable data during the data analysis process (Babbie, 2010). However, according to Saunders et al. (2012), surveys have received criticism because they result in the collection of superficial data. Nonetheless, the current study overcame this potential shortcoming by making sure that the questions asked in the survey covered all important aspects based on the research objectives. The present study was also based on interviews with industry experts to acquire more in-depth information regarding project management challenges.

4.7. Research Purpose

According to Saunders, Lewis & Thornhil (2009), research is mainly conducted for three main purposes: 1) Descriptive research: This study deals with existing phenomena. When researchers wish to identify particular phenomena, they mainly opt for this approach. 2) Causal Research: This study shares a close relationship with those mentioned above, only it goes further to analyse and explain why or how a particular phenomenon is occurring. Its main methods of discovering and measuring causal relations are mainly intended to bring an understanding of the whole; and 3) Exploratory research: This type of research is often conducted where there are few or no previous studies.

4.8. Common Approaches to Research

The approach adopted in any study is often determined by the methods used. There are two types of research approach: the inductive and deductive approach. When one intends to explain phenomena in a theoretical manner, then he or she will obviously go for an inductive approach. This approach is also referred to as a reversed approach. An inductive approach starts with a theory and is followed up by an investigation to confirm or reject the specified theory. In contrast, the deductive approach begins with a theory which is then followed up with a survey as the main source of data collection. This study adopted a deductive approach, which is the norm in most qualitative studies. Bryman and Bell (2007) assert that quantitative research methods tend to be specific to a particular objection. In many contexts, Howell (2012) pointed out that "methodology will impact on methods and have considerable influence on what knowledge is considered to be and the consequent outcomes of the investigation". This is because the research method is originally developed in natural sciences, and it is only intended to study natural

phenomena. Some of the quantitative research methods that are well recognised in the field of social science are laboratory experiments, survey methods, and numerical methods such as mathematical modeling.

4.9 Survey Research Method

These deals with three key aspects: survey, sampling design, and size. Due to the large size of government institutions and the geographical distance that the researcher had to cover, an online survey was chosen as a suitable method as time was a limiting factor. The survey method is coupled with both positive and negative assumptions in one instance. In this current study, email or postal questionnaire methods of data collection can be characterised by a low response rate, and respondents are denied the opportunity to ask questions. To avoid such problems, one should choose an online survey. Such an approach is cheaper and more flexible. The key to conducting a successful online survey lies in the ability to communicate both face-to-face and online, maintaining a relationship with the respondent which is crucial for increasing the response rate. The researcher enjoys more control when conducting such surveys. To examine strategic management as a means to improve TQM in Bahrain's public sector, the survey research method proved to be the best option.

The survey plays an important role in the gathering of primary data relating to perceptions of strategic management plans in Bahrain's public sector. Only a sample of carefully selected managers and leaders who work in the public sector were issued with a questionnaire. In cases where special research is needed, the researcher should first start by collecting primary data as first-hand data. Saunders, et al (2007) suggest some approaches to gathering primary data: Observation; Group interview; Questionnaires; and through semi-structured interviews. The survey questionnaire was found to be the most appropriate method for this research as quantitative research often calls for an efficient way of collecting responses from a large sample before quantitative analysis. For the convenience of the respondents, the researcher thought it necessary to host the survey online (surveymonkey.com). The questionnaires were emailed to the target respondents and also administered personally in some cases. In this study, there are 400 respondents in all organisations that agreed to participate in the survey. Successful completion of both primary and secondary data collection paved the way for the next process, which is data analysis and the description of the findings.

4.10 Data Samples and Sampling

This section deals with the sampling design, size, and the justification for the selected approach. Notably, the research respondents were selected from the entire spectrum of public employees. Keeping in mind that the main focus of the study was on potential employees affected by poor management practices, the researcher found it relevant to undertake this comprehensive process. Manama, which is the largest urban area in Bahrain with the most public organisations showed the highest response rate. The capital city of Bahrain, Manama received the most attention considering that it is the business center of the whole country harboring most governmental institutions. The researcher chose to use quota sampling in the collection of data.

Bryman and Bell (2007) define quota sampling as the choice of a particular group to represent a broad population in filling out questionnaires. With quota sampling, it is possible to examine a small number of people who represent a large population. To geographically represent the entire Manama workforce, the study used quota sampling. Sudman (1966) believes that quota sampling is very beneficial and applicable to exploratory work. It can be used to establish new measures and to generate theories. The scale developed in this study has not been used before so it was suitable to use quota sampling as a data collection strategy.

4.11 Sources of Data

There were two sources of data employed in this study. The primary source of data was taken from the responses of the respondents. The respondents of this study were the strategic planning personnel (senior managers, managers and employees) of Bahrain's public sector. The data and information were gathered through a survey questionnaire, interviews, and focus group discussion. The secondary data were taken from various colleges and university libraries, open access electronic theses and dissertations such as books, journals, internet files, and other related reading materials. The researcher considered the unpublished dissertations and theses, which are similar to the present study. Also, the researcher conducted informal interviews to the respondents, while retrieving the survey questionnaire. The feedback gathered from the respondents proved to be beneficial to this study.

The most important element in the research process is the data collection approach. This process must be adequately prepared to waylay all major obstacles that

may impinge on the initial data collection process. One should be careful not to gather excessive data for the reasons mentioned earlier. Before commencing with data collection, it is important to first sort, evaluate and assess the kind of data that one needs to obtain to add real value to what is being studied. Lancaster (2005) states that a researcher should always opt for the method that is of greatest importance in preparing research and data organisation. This is facilitated by a better understanding of the different approaches and methods contained in data collection procedures. The collection of data needs to be carried out effectively and systematically. Saunders et al. (2003) point out that there are mainly two sources of information: primary data and secondary data.

4.11.1 Primary Data

The primary sources of data were taken from the responses of the respondents in Bahrain public sector. The collection of primary data is often carried out using various methods and techniques such as questionnaires, interviews and observations. Zikmund (2003) refers to primary data as data gathered for the central purpose of a study. Primary data collection greatly assisted the researcher in coming up with informed findings. The primary data demands more time, effort, and resources. Saunders et al. (2003) point out that data collected using this approach can be categorised in two ways into quantitative data and qualitative data.

Quantitative data is mainly described as organised data. This form of data is often expressed numerically, offering the framework its numerical value. This is essential during the last stages of the research project. This form of data is distinctively characterised with questions such as "how large, 'how many" to "what rate" 'though efficient in hypothesis testing. It may also prove inefficient in supporting clear assumptions about the topic being discussed. Lancaster (2005) maintains that quantitative data collection is more objective and scientific as opposed to the qualitative process. In contrast to the above statement, it should be noted that the aim of quantitative data remains within the constructs of providing a comprehensive, detailed description which mostly occurs during the initial stages of a research process. Another key aspect of qualitative data is that it is more subjective, which means that the data gathered cannot be numerically analysed. This type of data is mostly considered when one intends to investigate people's opinions, attitudes, fears, and hopes. Such data can never be part of quantitative analysis. The main advantage associated with qualitative data is that it saves time and its chances of being generalised remain relatively low.

In this current study, the researcher gathered qualitative data through interviews from the top management in public sector in Kingdom of Bahrain. Due to the geographical nature of the research, the researcher was forced to come up with well-structured interviews to avoid gathering invaluable data and to also save time, which remained a major constraint in this research. Lancaster (2005) describes interviews as the most convenient method of data collection. Interviews are the only method that one can choose from when collecting data through effective questioning. It plays a vital role when one intends to gather data from experienced participants. When one intends to understand the impressions, attitudes, feelings, motivations, or experiences of other people to gain more knowledge on particular phenomena the method proves very useful. Interviews occur in three different categories: structured, semi-structured and unstructured interview.

4.11.1.1 Structured Interview

In a structured interview, a researcher can only pose specific questions. Such interviews only apply to quantitative surveys. One cannot change the structure of the question to suit the circumstances that he or she is applying to a structured interview. One cannot alter on any of the sequencing once it has been formulated. It requires one to record respondents' responses using a standardised questionnaire form. This structural analytical procedure accords well with quantitative reasoning.

4.11.1.2 Semi-Structured Interview

This provides a larger volume for discussion, which offers adequate researcher knowledge on the particular problem, opinion, and respondent's view on the specific problem. A characteristic feature of this type of interview is that one can easily change the structure of the questions to suit the current environment. This can allow the researcher to ask a slightly similar question to cover a list of pre-prepared themes. In a semi-structured interview questions can vary from one interview to another depending on the path of discussion with the respondent. Data accruing from such an interview process can be termed as either qualitative or quantitative and can have an impact in an exploratory study.

4.11.1.3 Unstructured interview

Also referred to as in-depth interviews, these allow the interviewer to generate a hypothesis on the nature of the subject being investigated. It is often recommended that the researcher should use an unstructured interview mechanism. Before adopting this kind

of data, one must be aware of what is required to be able to gather data from such a research topic. One must also be ready to handle matters in great depth. In an unstructured interview, it should solely guided by predefined ideas from a literature review, as opposed to specific questions. When one intends to investigate what people think and how they react to issues, the most suitable method remains the unstructured interview. This method allows the researcher to talk about anything that is relevant to the topic of interest. As this is happening, the interviewer should be taking notes either through a recording or on paper. Interviews are most suitable when one intends to gather expansive knowledge from interviewees. It also allows one to make an effective comparison between theory and practice as most government policies remain theories as they are never implemented. The method is also considered suitable when one intends to capture a manager's point of view, as it accesses inner core of the subject matter.

4.11.1.4 Interview Guide

It has already been mentioned that all top leaders working in government public institutions were interviewed using this research process. This is essential towards establishing how they view the process of strategic management towards the improvement of TQM in public sector organisations. The interviews sought to reveal some of the benefits which accrue from the effective implementation of this process. The framework used by the researcher to design the interview process is offered in this section. Fisher (2004) asserts that the main reason as to why the researcher needs to follow the procedure is to allow the questions to be arranged in order of priority. In case a researcher happens to experience a time shortage, then such a hierarchy can allow for the dismissal of less important questions.

The interview questionnaire was therefore structured as follows: 1) A brief background of current strategic management programs; 2) Strategic management ideas towards improving TQM management processes; 3) The main purpose of undertaking an analysis of the strategic management concept in TQM improvement; 4) Techniques and methods used by top leaders towards this process; 5) The effectiveness of having TQM management in these organisations; 6) Measurement of TQM management practices; 7) Implementation and importance of strategic management practices towards the improvement of TQM structures; and 8) The seven topics of discussions were deemed to be relevant to the realisation of these study objectives.

The researcher gathered information about effective strategic management towards the improvement of TQM management practices. Question analysis was mainly conducted based on interviews with all public sector managers. The researcher realised the importance of organising separate meetings to explore different topics to allow the accurate gathering of data. The researcher interviewed the President of the Civil Service Bureau and the President of Bahrain Institute of Public Administration. A 60% response rate was considered sufficient for this study. Based on the research findings, a new strategic management approach in TQM is match the leader's development framework.

4.11.2 Secondary Data

The secondary sources of data were taken from the books, journals, periodicals, internet files, and related reading materials. Blumberg et al. (2005) define secondary research as data that has already been gathered by other scholars. Malhotra (1996) further explains that secondary data is abroad piece of information which may either be outdated or may lack accuracy. Secondary data is data that is already in existence and the researcher does not need to conduct any research to familiarise him or herself with such data. According to Sekaran (2003), the secondary data can be extracted from existing sources. The researcher accessed secondary data through books, year projects by past students of the institution, and consultation with the various online databases. This means that secondary data proved essential in providing solutions to research questions. To support secondary data, one needs to gather information from a large sample. The survey was therefore conducted amongst all public sectors in Bahrain.

Zikmund (2003) points out that secondary data can help a researcher fulfill three main objectives in a study. Such data: 1) Can help a researcher create a sound empirical study which acts as a firm foundation for the study. This allows the researcher to enjoy both the breadth and depth of the research at hand, thanks to the conceptual background developed using pertinent literature; 2) It helps the researcher identify all the major influences brought about by both independent and dependent variables. Such is the case with TQM implementation in government public sector organisations; 3) It helps to prove or disapprove the process of hypothesis.

Lancaster (2005), secondary data are data that have already been presented. One can also refer to this as raw data. To access secondary data, one needs to visit sources such as articles, journals, internet, official statistics, etc. This data is both quantitative and

qualitative and suitable for use in both descriptive and explanatory research processes. Saunders et al. (2012) outline the advantages of secondary data as follows: Helps the researcher in saving money; Saves time; Consumes the preferable amount of resources; Makes it easier for the researcher to create longitudinal studies; Provides comparative and contextual data and lastly; and It may result in the discovery of unforeseen subjects. This research is also accompanied by shortcoming too for instance, it may not be able to meet the main research objective, and a researcher may also find it costly when accessing such data.

4.12 Sampling Design and Participants

The age group ranged from 21 to 60 years. There were more men than women and this reflects the wider population in Bahrain. The researcher chose a sample size of 150 to ensure a large sample whilst maintaining accuracy. However, one must always consider the availability of time and resources. Hair et al., (2010) point out that one needs to be very careful when selecting the sample size because a smaller sample may simply be deemed as too small, while a more significant sample size makes the data too sensitive. This study does not aim to have a broad range of applicability, but seeks to provide some of the best TQM management standards to Bahrain's public sector.

Hence, the implementation of random sample selection made it possible to construct a sampling frame for data collection. The sampling procedure was conducted using the Arabianbusiness.com. Respondents at the operational level of the organisation were selected through convenience sampling, while top management workers were selected through purposive sampling. The extraction of quantitative data was achieved through the use of questionnaires.

4.13 Population of the Study

The total number of the whole population a researcher intends to examine is what Sekaran (2003) refers to a population of the study. The researcher used total enumeration or complete enumeration for the top management level position, like senior managers and managers. Purposive sampling was employed for the 400 employees of Bahrain's public sector under the Strategic Management Department in the ministries. In focus group (FGD) discussions, there are 5 respondents, Interviews with 6 respondents, and survey questionnaires with 400 respondents. Hence, the total population of the study comprised of 400 respondents.

4.14 Data Collection Instrument

Selecting appropriate data collection instrument is a key (Easterby-Smith et al., 2008). The study adopted a mixed method research design and the only suitable method of data collection for such a study is the use of both quantitative and qualitative data. Quantitative data were collected with the help of questionnaires from a survey of Bahrain's public sector workers. These were sent using survey monkey via the following link: <https://www.surveymonkey.com/r/M27SGJL>. The researcher chose to use closed-ended questions mainly to increase the objectivity of respondents as well as to ensure that the data collected were comparable. In addition to the demographic section, the researcher chose to use separate sections when it came to analysing each of the study objectives. Each of the organisations constituting the study sample was supplied the survey forms in advance to avoid inconvenience. A duration of one week period allowed respondents to complete the questionnaire. The researcher deemed these as necessary to increase the response rate.

The researcher chose to adopt a questionnaire as its main data collection instruments. The need to access a large number of respondents enabled the researcher to establish strong conclusions. Yin (2003) points out that the survey method allows a researcher to collect data extensively. Vogel & Wetherbe, (1984) and Pinsonneault & Kremer, (1993) agree that a survey is one of the most prevalent research methods used in Information Systems (IS) research. The survey method adopts a cross-sectional data collection technique characterised by a high number of respondents (Robson, 1993). Data can only be exposed to statistical analysis after it has been collected using the survey method of study. Also, interviews and focus group discussions were conducted rigorously.

Data collection is based on the triangulation of the interviews, focus groups, and a qualitative survey questionnaire. The transcribing process enables the researcher to familiarise with the data. MS Word files were created by the researcher for the interviews, observations, journal entries, and documents. The researcher protected all the files with a password. Data were saved to an external device as a backup strategy. The meaning of analysis context was used by the researcher as the coding unit of analysis to look for descriptions. The data were not coded from sentence to sentence or paragraph by paragraph, but instead coded for meaning. The researcher used an audio /video recorder to be able to retrieve data during the analytical phase. Recording tools that were used was Smartphones and voice/video recording enabled devices (Creswell, 2009).

Qualitative software Atlas. Ti 4.52 program was used by the researcher for analysis and the management of data. The field of qualitative research augments the analysis of behavioural and social phenomena on the legitimacy of studies. Therefore, qualitative examiners use different validation strategies to make studies rigorous and reliable. The reliability of this study was attained using thick description, triangulation validation strategies, peer interviews, and researcher reflexivity. Hence, the researcher triangulated the data collected in the study.

4.15 Time Horizons

Consistent with the choice of survey strategy, the current study adopted a cross-sectional time horizon. As explained by Saunders et al. (2012), a cross-sectional study is similar to a "snapshot" taken at a specific time where the phenomenon of interest is carried out just once. The researcher could not access the public sector for a long period, and hence the need for a cross-sectional study was clear. Time was a major factor that forced the researcher to operate on a tight schedule. It was necessary to forego some activities associated with a longitudinal study.

4.16 Research Context

The research context chosen in the study was the Bahrain public sector. The main reason as to why the researcher focused on public institutions is because they tend to be the most poorly performing as compared to their counterparts in the private sector. Another reason is that the Government offers some services which cannot be found anywhere in the private sector, and this is believed to be the main reason why these organisations perform poorly regarding TQM implementation strategies. Despite the high number of customers they serve on a daily basis, these organisations continue to offer poor services. This study aims to help understand how effective strategic management can be used to improve performance management in these public sector organisations.

4.17 Validity and Reliability

According to Yin (2003), research validity and reliability are often ensured to assess how well the research is prepared for measuring its constructs. The first step undertaken to attain validity in this study was through the design of the questionnaire and interview protocol. This was explicitly designed to address these objectives. The researcher also discussed some of the research instruments with his colleagues to evaluate their efficacy in the collection of relevant data. The accuracy of questions was achieved through

reformulation, whereby questions that appeared to be problematic or unclear were restructured. When analysing data gathered using qualitative approaches, there is a need to consider reliability and validity. It is crucial always to ensure that consistency is maintained in the data analytical process. Marshall and Rossman (1999) noted that qualitative data is often used to accomplish the aims and objectives of a study and that it is not subjective to any form of data replication. This means that qualitative research based on unstructured forms should be useful to reveal the reality of the issue being investigated based on the above understanding. Reliability and validity perform the following main functions in a study: Helps with analysis; Helps in the creation of important study findings; and Enables the leader to understand the trustworthiness of the results presented in the subject.

The researcher used qualitative research process to examine the levels of strategic management that effect improvements to TQM management in Bahrain public sector. The researcher also sought to find the importance of this strategy in today's modern economic climate. The qualitative method of study enabled the researcher to make both comparison and contrasts between literature and practice. Recommendations as well as suggestions on the topic being examined were then achievable. The researcher remains optimistic that the results address both the aims and objectives, considering that the study is strictly based on the pure concept of reliability and validity. Yin (2003) maintains that reliability should always be considered in any research process as it helps with the development of quality research projects by determining the consistency of the results together with ascertaining the extent to which they can be relied on over a given period while making use of the methodology.

4.18 Pilot Study

To find out the appropriateness and applicability of the scales in this study, the researcher found it important to first conduct a preliminary pilot test. Teijlingen van et al. (2001) maintain that a pilot study helps the researcher perform the following main functions, instituting measures and constraints as well as determining the right level of independent variables.

4.19 Fieldwork and Data Collection

The researcher found it essential to first seek permission from all parties of interests before beginning on the live research process. The data collection phase was

implemented after the validation of the research instrument: The following were the steps taken by the researcher: 1) Request permission and approval from the Dean to conduct the study; 2) Identify and selected the respondents; 3) Determine the estimated cost or budget needed to finance the whole duration of the research; 4) Finalise time-table for the completion of the thesis; and 5) personally distributed, administered and retrieved questionnaires.

The above context, the questionnaire was prepared by the researcher through the assistance and guidance of the research professor and supervisor and pre tested before distributing to the identified respondents. In order to ascertain the functionality of the questionnaire as instruments of data collection, the questionnaire was validated through a dry-run. The instrument was used to gather data from representatives of the various groups of respondents who were not the actual respondents. After the validation, the questionnaire was transcribed in final form and reproduced. The questionnaire was administered among the various groups of respondents. Hence, the accomplished questionnaires were collated and tallied in consultation with a statistician.

4.20 Data Analysis

Qualitative data were analysed using three main steps. Data analysis should be carried out in an efficient and effective manner if the researcher intends to get the best response whilst addressing the research objectives (Saunders et al. 2003). One should first begin by analysing only what is relevant using coding. According to BaiKai and YuanBo (2009), qualitative research is always subjected to a coding process, which is different from quantitative research. Qualitative research does not take into consideration the coding process, but rather deconstructs all information to form a concept. Information comparison and theoretical analysis should first be re-arranged into different categories if it needs to be included in one major category.

First, the researcher began by choosing a meaningful direction for the research. This was not an easy job considering that it is difficult to identify existing gaps in any existing theoretical proposition. After this stage, the researcher can then proceed to the second step. Here the researcher pays attention to data collection and collation. One is also expected to propose some theoretical assumptions as well as to refine some new conclusions.

Data combinations, whereby all relevant data which support the research topic are considered was followed by the final step, which involves the use of graphs and tables to present findings. This provides a better understanding of the research topic. Effective data analysis allows readers to understand the importance of effective strategic management to improve TQM management practices. To achieve the main objectives of this research, the current data analysis presented in the subsequent chapter presents a critical, reflective, and meaningful analysis of data. The characteristics involved in the establishment of a theory or concept in comparative analysis is what places emphasis on the theory itself as a process (Glaser, 2009). The comparative analysis acts as a pipeline towards the perfection of the main theory, hence its constant development. The theory provides the reality of social interaction and its structural context as a process (Glaser and Strauss (1967).

Statistical Package for the Social Sciences (SPSS) analyses of both quantitative and qualitative data was carried out using different data analysis procedures. Excel Spreadsheets and SPSS were the main data analysis methods chosen for this study. Descriptive statistics involving frequencies, mean, standard deviation, and correlation analysis were carried out using statistical analysis. Such analysis was undertaken to establish the relationship between different variables such as time and cost. Qualitative data analysis through coding was carried out using content analysis and this helped establish both similarities and differences between the key themes of cost, time, and quality.

The researcher carried out quantitative data analysis using Statistical Package for the Social Sciences (SPSS) software version 20, and Microsoft Office Excel 2013. Both tables and graphs were used to display results and interpretations were made in the accompanying discussion. All quantitative data were represented in the form of tables and graphs. Data were first coded to ensure easy manipulation and error reduction. To capture the characteristics of the participants, the researcher calculated some descriptive statistics. Variance analysis was conducted through t-tests and Analysis of Variance (ANOVA). A Likert scale which is normally used in quantitative data collection helped with analysis and the measurement of internal consistencies. IBM SPSS provided additional support. Saunders et al. (2009) suggest the Likert scale permits the expression of responses over a degree of opinion or no opinion at all.

Data analysis immediately proceeded after completion of the data collection process. Qualitative data does not contain a single procedure when it comes to data analysis. One has to learn the process by actually doing it (Sachdeva, 2009). Constant comparison helps with the collection and analysis of data in a simultaneous process. On the other hand, theoretical sampling helps the researcher to reach decisions on relevant data to be collected. This is mainly determined by the theory being constructed. Before settling on a particular method of study, it is important to ensure the type of method chosen is suitable for the study. Objectives and ideas are what mainly guide the choice of research method. The topic or the attribute of research also plays a great role in determining the choice of method.

It is important for a researcher to first understand his studies methods and objectives before settling on any study method. Dividing the interviews also proved to be essential in facilitating the data analysis process. This made it easier to interpret the interview process through layers of abstraction resembling those used in the development of the preliminary draft model. Despite the method of data collection failing to adhere to other methods found in the literature, the researcher made sure that the method employed remained comprehensive and systematic.

The researcher transcribed the interviews before further dividing the pre-defined themes from the transcripts. After the transcription of the interviews, the researcher made an effort to read the transcripts twice before coming up with a summary of each interview. Each interview fed into the modelling of each independent theme. The researcher ensured there was constant comparison and categorised the data based on a mixed methodology design. Memos were also used to ensure that emergent ideas and concepts were documented from the beginning to the final stages of the interviews. The memos proved to be a strong analytical tool. In the final step, the researcher coded the data and observed the emerging interrelationships amongst the data using memos and by consulting past studies in line with the research questions/objectives.

In this process, the researcher made a narrative interview report based on interview transcripts. Using Statistical Packages for the Social Sciences (SPSS) software, the researcher was able to obtain frequencies and means in the form of descriptive statistics. To analyse relationship, certain constructs were conducted using correlation analysis, regression analysis, and other relevant statistical tests.

4.21 Limitations and Ethical Considerations

4.21.1 Limitations

These are some of the problems encountered by the researcher, which include:

Cooperation: During the distribution of the survey questionnaire by the researcher, some of the respondents were late in providing the completed questionnaires. The researcher had to send constant reminders to the respondents and even revisit them to get the questionnaires filled out. The same thing happened to some of the interviewees. The researcher needs to follow up from time to time and explain to them the importance of research study to get them ready for the interview.

Time constraints: The fact that the researcher is involved in a full-time job in the government with hectic schedules, duties and responsibilities aside from the family obligations made the task of conducting the research more challenging time wise.

Schedule of activities: The original research plan of the researcher was also affected due to a number of factors that led to rescheduling of activities. However, the researcher had to keep balancing priorities.

Administration: The problems encountered by the researcher were on the access of some confidential records on file; conflict of schedules; like, attending officers meeting, conferences and other related work activities; and sometimes overlapping activities too. Hence, the researcher believes that the overall validity of the research instrument was not harmed due to effective planning and re-scheduling of activities throughout the process.

The researcher managed to overcome this by coming up with a very strict timetable, which helped in ensuring that all the fundamental activities have been met before the deadline of the research study. Another limiting factor which the researcher had to deal with was obtaining permission from the public sectors. The researcher was relieved when all his letters were answered positively.

The Likert's scale, pre-specified outcomes proved to be a major limiting factor because this could not be avoided and forced the researcher to offer an open question in a bid to extract deeper views on the subject matter. Likewise, financial constraints also acted as another constraint, forcing the researcher to operate on a quizzed financial schedule.

4.21.2 Ethical Considerations

All ethical matters were managed carefully to obtain data in a fair way from the population sample. This is why the researcher sought permission from all interested parties through advance correspondence. This study does not reveal any personal information about respondents. To avoid inconvenience, the researcher submitted the questionnaires ahead of time. The pilot study helped the researcher to understand all the unforeseen obstacles before the initial data collection took place. Anywhere research makes use of human subjects, ethical issues will always arise. To ensure that the study maintained an ethical balance, the researcher took several initiatives.

The researcher first began by informing the respondents of the purpose of the study, before proceeding to ask participants to sign a consent form. All respondents were assured of their anonymity. Any personal information was not considered. Human subject and organisational information from global operated organisations in the Bahrain public sector were the main sources of data for the study. There was a need to ensure adequate data protection, mainly due to the proprietary nature of the information. Both the identity of the respondents involved together with the firms they worked for remains anonymous in this study. The researcher avoided the use of personal questions during the survey process. The researcher attached an agreement and information sheet to each survey for all respondents to go through. The agreement was regarded as an indicator that all the respondents were willing to participate willingly.

4.22 Chapter Summary

The researcher incorporated a post-positivist approach to determine the best TQM approaches in Bahrain's public sector. A quantitative approach was also applied with the main intention of backing up the variables in the exploratory investigation. The researcher used an online survey because it offers a better basis for data collection relative to exploratory studies, and it is a vital component in the process of quota sampling. Both genders and different age groups ranging from 21-60 years were well represented in the quota sampling process. Once data were gathered, they were immediately systematised and cleaned before being subjected to any form of analysis. Data analysis involved two main processes: A multiple regression which is essential in defining the TQM components with the employees, and exploratory data scrutiny. This chapter offered a clear understanding of the research methodology. Research approaches determining the way the research was conducted were also clarified. The main objective of any methodology is

to offer objective findings. To meet the aims and objective of any research process, it is important to choose effective means to conduct the research process.

Moreover, different forms of research in this methodology provide important topics which are essential to a sound study. 1) Presents a clear view of the research philosophy which is about the adopted approach of the study; 2) Brings about an intensive discussion of the research strategy expounded in the study; 3) Outlines the research instruments adopted in the study and which were key to ensuring that the research process succeeds; and 4) Explains why specific methods were adopted in relation to data collection and in consideration of the limitations presented above. This chapter provided an illustration of methodological considerations that were considered during the collection of data. Critical discussions were presented in relation to the theoretical framework to justify the choice of research design, approach, and strategies. The chapter discussed the research philosophy that guided the design of the study before proceeding to discuss the specific research methodology choices.

CHAPTER FIVE

RESULTS AND DATA ANALYSIS

This chapter presents the research results. Data analysis and the interpretation as well as its implications validated by the related literature and studies are, likewise, presented. Data is shown both in textual, graphical and tabular forms. At the end of this section, a chapter summary is provided.

5.0 Introduction

The previous chapter discussed the research methodology which framed this study. It detailed the approach used, the research content, validity and reliability, pilot survey, and design of main research instrument. In particular, this chapter aimed at identifying the research problem in relation to the strategic management in improving total quality in Bahrain's public sector. In addition, it dealt with the qualitative and quantitative procedures, the researcher used in implementing the study. The research questions and the objectives were also identified. The researcher outlined the survey tools that were used and described how they were implemented to the subjects of the study. The sampling procedures were presented and methods of data collection and data analysis were highlighted. In this chapter will discuss the finding of the results collected from the survey questionnaire, interviews, and focus group discussions. The following ministries participated: Ministry for Cabinet Affairs, Ministry for Defense Affairs, Ministry of Education, Ministry of Electricity and Water Affairs, Ministry of Finance, Ministry of Foreign Affairs, Ministry of Health, Ministry of Housing, Ministry of Industry, Commerce, and Tourism, Ministry of Information (MIA), Ministry of Information Affairs, Ministry of Interior, Ministry of Justice, Islamic Affairs and Endowment, Ministry of Labor and Social Development, Ministry of Oil, Ministry of Parliament Affairs, Ministry of Transportation and Telecommunications, and Ministry of Works, Municipalities and Urban Planning.

Part I. Profile of the Respondents

5.1 Demographic Characteristics

The demographic characteristics of the respondents have significant role to play in expressing and giving the responses about the problem, keeping this in mind, in this study a set of personal characteristics, namely: gender, nationality, years in Bahrain's public sector, category of specialisation, position in the organisation, and field which team work

is relevant of the 400 respondents have been examined and presented in Figure 5.1.1, the gender of the respondents.

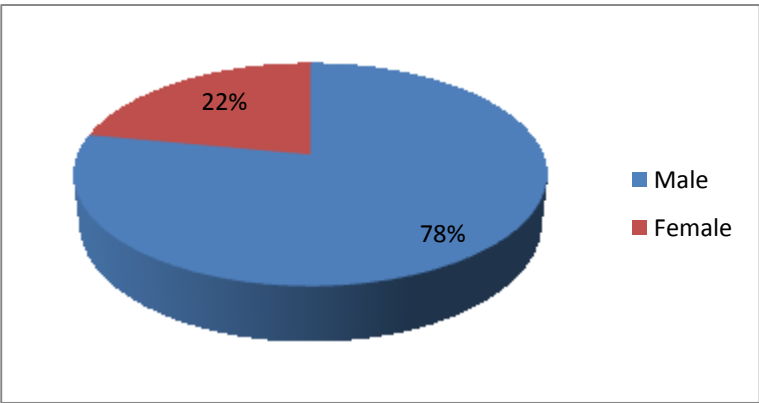


Figure 5.1.1 Gender of the Respondents

Gender is an important variable in a given social situation which is variably affected by any social or economic phenomenon is not an exception to it. The variable gender was investigated for this study. Data related to gender of the respondents is presented in the Figure 5.1. It is evident that out of the total respondents investigated for this study, overwhelming majority 312 or 78% of them were males whereas about 88 or 22 % were found to be females. This suggests that the public sector in Bahrain is male-dominated.

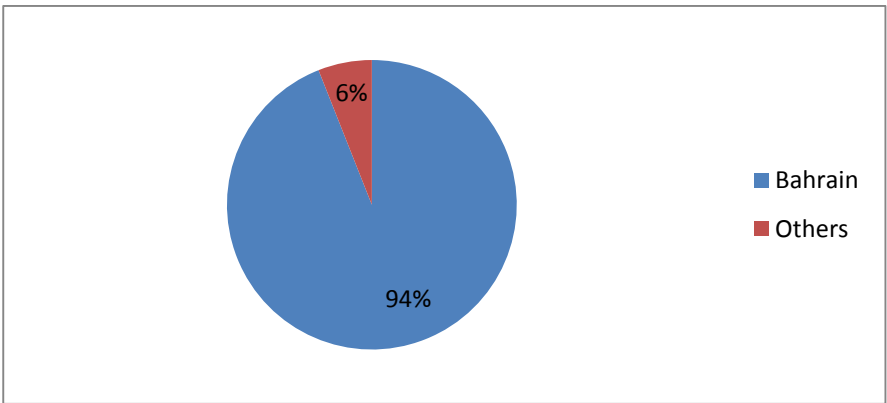


Figure 5.1.2 Nationality of the Respondents

Figure 5.1.2 shows that overwhelming number of the respondents 376 or 94% were Bahraini nationals and remaining 24 or 6% are non-Bahraini nationals. The respondent had to believe their knowledge was sufficient to be able to respond to questions. These results suggest that Bahraini citizens have a better understanding of the public sector.

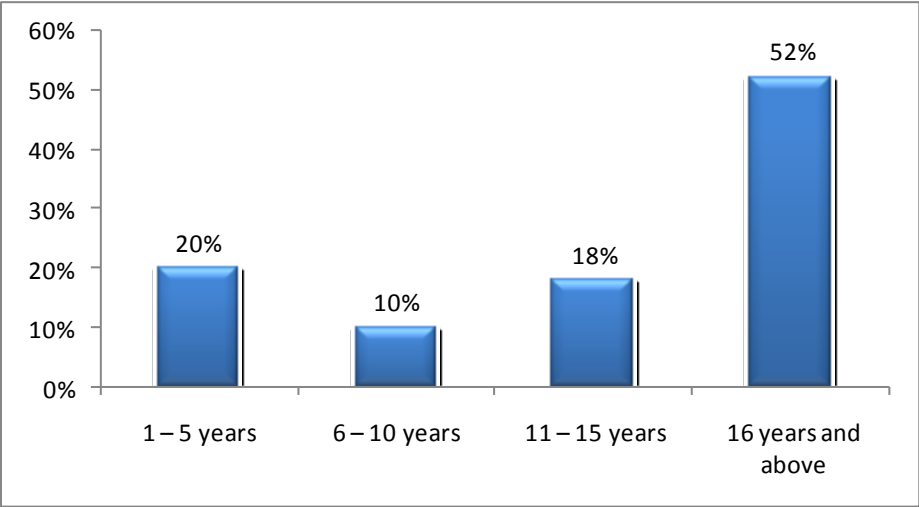


Figure 5.1.3 Number of Years in Bahrain’s Public Sector of the Respondents

It is evident from Figure 5.1.3, that 208 or 52% of respondents had 16 years and above experience in the Bahrain’s public sector. While, 80 or 20% of respondents had between 1 to 5 years of experience, and 72 or 18% had 11 to 15 years of experience. However, the least was 40 or 10% had 6 to 10 years of experience in public sector.

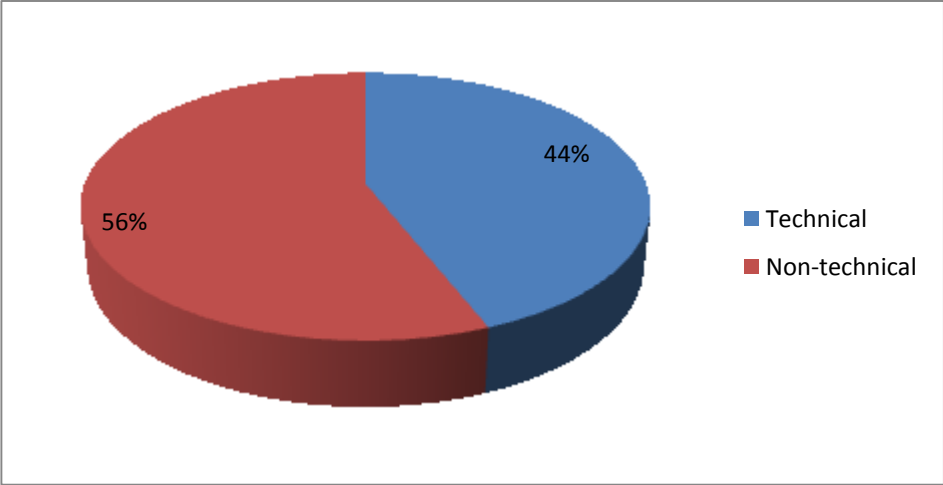


Figure 5.1.4 Category of Specialisation of the Respondents

It is evident from Figure 5.1.4 that about 224 or 56% of the respondents were ‘non-technical’ category of specialisation, and 176 or 44% were classified as ‘technical’ in terms of their specialisation. It can be concluded from the figure above that those non-technical personnel which is so important today to create a knowledge based society in public sector in the Kingdom of Bahrain.

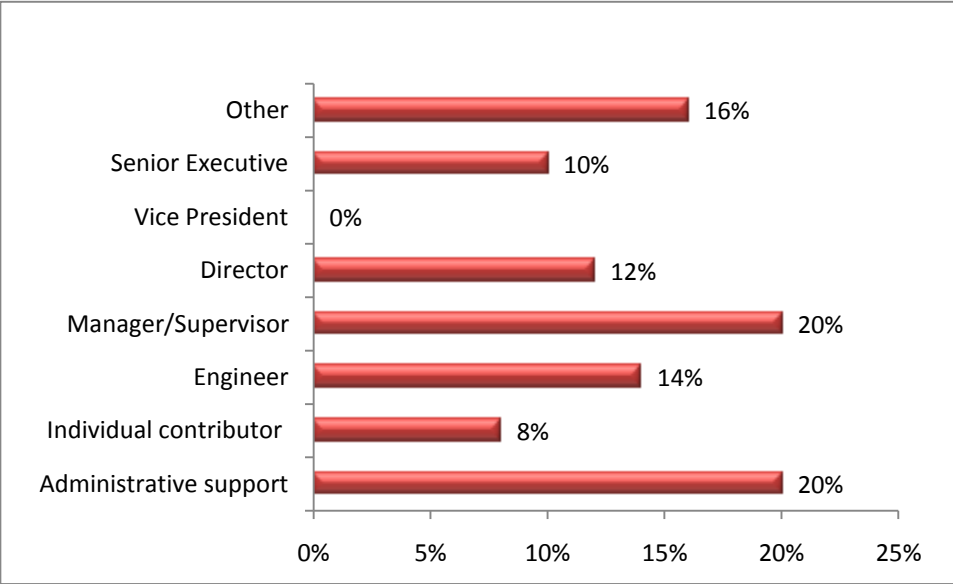


Figure 5.1.5 Position in the Organisation of the Respondents

It is evident from Figure 5.1.5 that 80 or 20% of respondents were Administrative Support Staff and Managers/Supervisors. Whereas, respondents holding other positions comprised 64 or 16% of the sample, while Engineers comprised 56 or 14%. The figure further shows that 48 or 12% were Directors and 40 or 10% were Senior Executives. The remaining 32 or 8% were Individual contributor such as Consultants and Sales Representatives. There were no Vice Presidents in the sample.

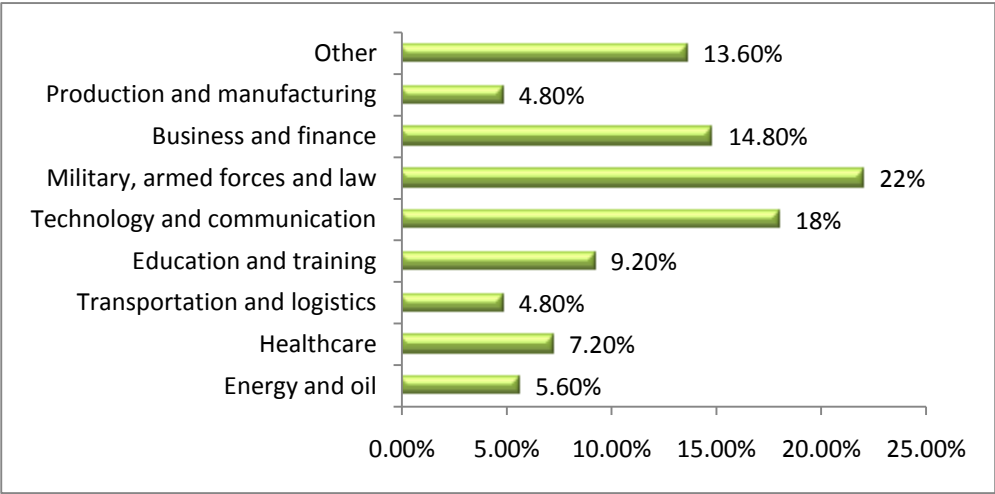


Figure 5.1.6 Field which team work is relevant

In Figure 5.1.6, that 88 or 22% of the respondents were in Military, Armed Forces and Law occupations, while 72 or 18% worked in the Technology and Communication field. However, 59 or 14.80% worked in Business and Finance, and 54 or 13.60% worked

in other fields. On the other hand, 37 or 9.20% of the respondents worked in Education and Training, and 29 or 7.20% were employed in Healthcare. This further revealed that 23 or 5.60% of the respondents worked in Energy and Oil, while 19 or 4.80% worked in Production and Manufacturing, and Transportation and Logistics respectively.

Part II. Strategic Management Practices in Bahrain’s public sector to improve TQM

5.2 Strategic Management Practices and TQM Application

5.2.1 Institutionalising the Planning Function

Table 5.2.1 shows that “top executives take formal responsibility for the organisation's strategic planning to improvement TQM management practices,” on item 1. The findings revealed that 81 respondents gave an improvement rating of 3, followed by 80 respondents who gave a rating of 4. However, the number of respondents who gave a rating of 2 or 6 totaled 62. On the other hand, 58 respondents gave a rating of 5, while 57 respondents gave a rating of 1.

Table 5.2.1

**Strategic Management Practices and TQM Application
Along Institutionalising the Planning Function
As Perceived by the Respondents**

Institutionalising the Planning Function	Improvement Needed					
	Little		Some		Much	
	1	2	3	4	5	6
1. Top executives take formal responsibility for the organisation’s strategic planning towards improvement of TQM management practices.	57	62	81	80	58	62
2. Strategic management a top priority activity, performed on a regular basis, e.g., each year.	63	62	72	77	65	61
3. The organisation provides resources (e.g. managers’ time, money and staff support) earmarked specifically for improving TQM.	62	71	72	70	67	58
4. The organisation follows a defined set of procedures in its strategic management process.	62	70	71	74	61	61
5. All managers whose work is affected significantly by strategic management participating in the TQM process.	56	65	81	74	66	58

The overall results indicate that most respondents agreed that improvements must be introduced by top executives towards the improvement of TQM management practices. This means that Bahrain’s public sector comprises of government organisations, state

administration, local government, independent judiciary, other self-government, and indirect state administration. However, no government can run without the public sector and it is the responsibility of the public sector to observe general administration, carry out maintenance of public order and safety, and provide welfare respectively. Hence, public sector organisations remain closely guided by immediate ministries which oversee the overall activities of these organisations.

In item 2, when asked whether strategic management is a top priority that is performed on a regular basis, some 77 respondents gave an improvement rating of 4, followed by 72 respondents who gave a rating of 3. On the hand, 65 respondents gave a rating of 5, while 63 respondents gave a rating of 1. The table further revealed that 62 respondents gave a rating of 2 and 61 respondents gave a rating of 6. The overall results indicate that most respondents agree that improvements are needed to efficiently institutionalise the planning function by making strategic management a top priority activity that is performed on a regular basis. Bahrain needs to develop strict legislative measures which will ensure that all public organisations are run under strictly set regulations as regards institutionalising.

In item 3, in terms of whether their organisation provides resources (e.g. managers' time, money, staff support, etc.) to specifically improve TQM, some 72 respondents gave an improvement rating of 3, followed by 71 respondents who gave a rating of 2. However, 70 respondents gave a rating of 4, while 67 respondents gave a rating of 5. The table further revealed that 62 respondents gave a rating of 1, while 58 respondents gave a rating of 6. The results indicate that most respondents agree that some improvement is needed in institutionalising the planning function by the organisation providing resources for TQM. Successful quality management in the public sector calls for ministries to direct and supervise these organisations based on outlined laws and regulations.

In item 4, in terms of whether the various employers of participants follow a defined set of procedures in their strategic management process, some 74 respondents gave an improvement rating of 4, followed by 71 respondents who gave a rating of 3. However, 70 respondents gave a rating of 2 while 62 respondents gave a rating of 1. On the other hand, 61 respondents gave a rating of either 5 or 6. The results indicate that most respondents agree that improvement is needed in order to institutionalise the planning function following a defined set of procedures in strategic management processes. This

implies that most private sector organisations seem to have very successful TQM management practices, and Bahrain’s public sector organisations should also emulate this. Fryer *et al.* (2007) argue that down throughout history all public sector organisations that have shown an interest in TQM implementation strategies have so far succeeded. This suggests that TQM works for public sector, although it remains challenging.

Finally, in item 5, when asked whether all managers whose work might be affected significantly by strategic management participate in the TQM process, 81 respondents gave an improvement rating of 3, followed by 74 respondents who gave a rating of 4. Some 66 respondents gave a rating of 5, while 65 respondents gave a rating of 2. Some 58 respondents gave a rating of 6, while 56 respondents gave a rating of 1. The results indicate that most respondents agreed that some improvement is needed in institutionalising the planning function by “all managers whose work might be affected significantly by strategic management participating in the TQM process. “Taking into consideration the values of the public sector is another milestone towards effective TQM implementation in the public sector. Managers should lead by directing other employees.

Table 5.2.1a

**Correlation Between Institutionalising the Planning Function
and Improving Total Quality Management (TQM)
in Bahrain’s Public Sector**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.697 ^a	.485	.684	.73579

a. Predictors: (Constant), Institutionalising the planning function

Table 5.2.1a shows that R value = 0.697 indicating a strong positive degree of correlation and $R^2 = 68.4\%$ which indicates a strong association between institutionalising the planning function and improving total quality management (TQM) in Bahrain public sector.

5.2.2 Establishing the Strategic Foundation

It is evident from Table 5.2.2 in item 1, when asked whether “the organisation has a written mission statement,” the results show that the number of respondents (77) gave an improvement rating of 1, followed by 71 respondents who gave a rating of 2. The findings

further revealed that 65 respondents who gave a rating of 6, while 64 respondents gave a rating of 4. On the other hand, some 63 respondents gave a rating of 3, while 60 respondents gave a rating of 5. Overall, the results indicate that most respondents agreed that little improvement is needed when it comes to establishing a strategic foundation since the organisation has a written mission statement.

Table 5.2.2

**Strategic Management Practices and TQM Application
Along Establishing the Strategic Foundation
As Perceived by the Respondents**

Establishing the Strategic Foundation	Improvement Needed					
	Little		Some		Much	
	1	2	3	4	5	6
1. The organisation has a written mission statement.	77	71	63	64	60	65
2. All management and higher-level staff are aware of the mission and understand it.	64	65	72	73	63	69
3. The organisation has written longer-term (3-5 years) and short-term (1-year) goals.	70	61	73	72	58	66
4. The goals list quantified, measurable targets (e.g. volume, market share, growth rate, profitability).	65	68	79	70	64	54
5. The appropriateness of the goals specifies targets by location or geographic area.	67	69	75	65	64	60
6. When appropriate, the goals list quality, time frame, and cost targets are observable or measurable.	67	61	75	73	64	60
7. The goals appear realistic yet challenging, based upon experience and/or research.	59	70	77	69	63	61
8. The organisation systematically measure actual performance vs. goals.	64	67	81	69	66	63
9. The management and higher-level staff whose responsibilities are affected participate in setting goals.	69	72	70	64	62	63

The Bahrain government sees no reason as to why it should not push for a fuller uptake of TQM management practices given the many benefits offered by this structure. These benefits include low capital investment, innovative ideas, increased employee commitment, improved performance/quality, and reduction of waste. They also include reduced costs, and improved customer satisfaction. Organisations should state they are geared towards TQM in both their mission and vision statements. In item 2, whether “all management and higher-level staff were aware of the mission of their employers, and

whether they understood it,” the findings revealed that some 73 respondents gave an improvement rating of 4, followed by 72 respondents who gave a rating of 3. However, some 69 respondents gave a rating of 6, while 65 respondents who gave a rating of 2. On the other hand, 64 respondents gave a rating of 1, while 63 respondents gave a rating of 5. Overall, the results indicate that most respondents agree that some improvement is needed in establishing a strategic foundation. Efforts are required on the part of all management and higher-level staff who must become more aware of the mission and must understand it. Commitment is the most crucial success factor which determines TQM implementation in most public sectors, and all employees must understand this.

As to whether the respective organisations have established long-term (3-5 years) or short-term (1-year) goals in item 3. It could be noted that 73 respondents gave an improvement rating of 3, followed by 72 respondents who gave a rating of 4. However, some 70 respondents gave a rating of 1, while 66 respondents gave a rating of 6. On the other hand, 61 respondents gave a rating of 2, while 58 respondents gave a rating of 5. The results indicate that most respondents agree that some improvement is needed to establish a strategic foundation where both long and short term goals are identified.

In item 4, when asked whether the goals discussed above list quantified, measurable targets (e.g., volume, market share, growth rate, profitability) most (79) respondents gave an improvement rating of 3, followed by 70 respondents who gave a rating of 4. However, 68 respondents gave a rating of 2, whilst 65 respondents gave a rating of 1. On the other hand, 64 respondents gave a rating of 5 and a further 4 gave a rating of 6. The results indicate that most respondents agree that some improvement is needed in establishing a strategic foundation where quantifiable goals are identified.

In item 6, as to whether the goals discussed above specify targets by location or geographic area, most (75) respondents gave an improvement rating of 3, followed by 69 respondents who gave a rating of 2. Some 67 respondents gave a rating of 1, while 65 respondents gave a rating of 4. However, 65 respondents gave a rating of 5, while 60 respondents gave a rating of 6. The results indicate that most respondents agreed that some improvement is needed in establishing a strategic foundation based on goals that specify targets by location or geographic area. Moreover, as to the extent to which these goals list quality measures, time frames, and cost targets and whether they are observable or measurable in item 6. The findings revealed that 75 respondents gave an

improvement rating of 3, followed by 73 respondents who gave a rating of 4. However, 67 respondents gave a rating of 1, while 64 respondents gave a rating of 5. Some 61 respondents gave a rating of 2, while 60 respondents gave a rating of 6. The results indicate that most respondents agreed that some improvement is needed in establishing a strategic foundation that includes consideration of goals that list the measures.

As to whether the goals appear realistic yet challenging, based upon experience and research in item 7, the results show that most (77) respondents gave an improvement rating of 3, followed by 70 respondents who gave a rating of 2. However, some 69 respondents gave a rating of 4, while 63 respondents gave a rating of 5. The table further revealed that 61 respondents gave a rating of 6, while 59 respondents gave a rating of 1. The outcome of the response indicates that most respondents agreed that some improvement is needed to create goals that are realistic and less challenging.

In item 8, when asked whether the organisation systematically measures actual performance vs. goals, the results show that the highest number of respondents (81) gave an improvement rating of 3, followed by 69 respondents who gave a rating of 4. However, respondents who gave a rating of 2 were 67, while respondents who gave a rating of 5 were 66. On the other hand, respondents who gave a rating of 1 were 64, while respondents who gave a rating of 6 were 63. Overall, the results indicate that most respondents agreed that some improvement is needed in establishing the strategic foundation by the organisation, systematically measuring actual performance vs. goals.

Finally, when asked whether the organisation systematically measures performance vs. goals in item 9, some 72 respondents gave an improvement rating of 2 followed by 70 respondents who gave a rating of 3. However, 69 respondents gave a rating of 1, while 64 respondents gave a rating of 4. On the other hand, 63 respondents gave a rating of 6 and 62 of them gave a rating of 5. The results indicate that most respondents agreed that little improvement is needed in terms of the responsibilities faced by senior staff that is set goals.

This implies that the results of the holistic section evidence that there some values which remain unique to the public sector, such as equal treatment, human dignity, justice, legality, neutrality and openness. These values also tend to slow down the entire process of TQM implementation in the public sector. A quality TQM strategy should strictly focus

on creating customer satisfaction through the provision of quality services (Kaplan & Norton, 2005). Most public organisations engage in service provision to their citizens; and hence the need for an elaborate TQM strategy which can ensure that all the services provided are of high quality is clear.

Table 5.2.2b
**Correlation Between Establishing the Strategic Foundation
and Improving Total Quality Management (TQM)
in Bahrain’s Public Sector**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.846 ^a	.644	.834	.78270

a. Predictors: (Constant), Establishing the strategic foundation

Table 5.2.2b shows R value=0.846 indicating a strong positive degree of correlation and $R^2 = 64.4\%$ which indicates a strong association between establishing the strategic foundation and improving total quality management (TQM) in Bahrain’s public sector.

5.2.3 Conducting the Strategic Situational Diagnosis

It is evident from Table 5.2.3, as to whether “the organisation periodically gathers and analyses data about the market and other external factors which affect the business” on item 1, the findings revealed that 73 respondents gave an improvement rating of 3, followed by 72 respondents who gave a rating of 4. However, some 66 respondents gave a rating of 1, while 65 respondents gave a rating of 2. The table further revealed that 63 respondents gave a rating of 5 while 61 respondents gave a rating of 6.

The results indicate that most respondents agreed that some improvement is needed in conducting strategic situational diagnoses based on periodically gathering and analysing data about the market. Other external factors which affect the business must also be considered. In response to whether “the external/market analysis identifies key threats to the business and key opportunities” on item 2. The findings further revealed that most respondents (78) gave an improvement rating of 3, followed by 76 respondents who gave a rating of 4.

Table 5.2.3

**Strategic Management Practices and TQM Application
Along Conducting the Strategic Situational Diagnosis
As Perceived by the Respondents**

Conducting the Strategic Situational Diagnosis	Improvement Needed					
	Little		Some		Much	
	1	2	3	4	5	6
1. The organisation periodically gathers and analyse data about market and other external factors which affect the business.	66	65	73	72	63	61
2. The external and market analysis identify key threats to the business and key opportunities.	59	66	78	76	61	60
3. The analyses include detailed analysis of market or other geographic and/or demographic and/or psychographic segments.	59	72	82	66	61	60
4. The business' performance and operational characteristics compared with those of competitors.	56	70	80	74	59	61
5. The demographic, behavioral, and other consumer trends analysed.	59	67	70	76	65	63
6. The organisation assess the industry as a whole in terms of new competitors and concepts, new technologies, procurement practices, price trends, and labor practices.	66	62	84	72	56	60
7. The organisation assesses institutional factors such as cost and availability of capital, government regulations and the economy.	64	61	82	72	63	58
8. The organisation has knowledge of and access to sources of information about the industry, markets, and other external factors.	61	65	75	68	67	64
9. The internal analysis identifies key strengths and weaknesses in the organisation.	64	69	74	54	71	58
10. It includes pricing strategy and its effects on customer behavior.	63	60	85	65	64	63
11. It includes quality of customer service and customer satisfaction/ loyalty/ defection data.	65	64	78	70	61	62
12. The organisation assesses its human resource development and management programs.	62	63	81	70	64	60
13. The organisation's management information system provides relatively easy access to the internal data discussed above.	62	64	77	83	63	61
14. After completing its external and internal analysis, the organisation reviews the mission and goals in light of the apparent threats, opportunities, strengths and weaknesses.	62	66	77	74	60	61

It could be noted that 66 respondents gave a rating of 2, while 61 respondents gave a rating of 5. Some 59 respondents gave a rating of 5 while 56 respondents gave a rating of 1. The results show that many respondents agree that some improvement is needed in conducting strategic situational diagnoses based on an external/market analysis that identifies key threats to the business and illuminates key opportunities.

When asked whether “the analysis includes a detailed analysis of the market or other geographic and demographic and psychographic segments,” on item 3. The findings revealed that most respondents (82) gave an improvement rating of 3, followed by 72 respondents who gave a rating of 2. However, 66 respondents gave a rating of 4, while 61 respondents gave a rating of 5. On the other hand, 60 respondents gave a rating of 5 while, 59 respondents gave a rating of 1. The results suggest that most respondents agree that minor improvements are needed in terms of conducting a strategic situational diagnosis based on analysis, including a detailed analysis of the market or other geographic and demographic and psychographic segments.

As regards whether “the performance of the business and its operational characteristics are comparable with those of competitors” on item 4, it could be noted that most respondents (80) gave an improvement rating of 3, followed by 74 respondents who gave a rating of 4. However, 60 respondents gave a rating of 2, while 61 respondents gave a rating of 6. This further revealed that 59 respondents gave a rating of 5, while 56 respondents gave a rating of 1. The findings indicate that most respondents agreed that some improvement is needed when it comes to conducting a strategic situational diagnosis based on business performance, and operational characteristics which are comparable with those of competitors.

Moreover, when asked whether “demographic, behavioral, and other consumer trends are analysed” on item 5, the findings revealed that the highest number of respondents (76) gave an improvement rating of 4, followed by 70 respondents who gave a rating of 3. However, 67 respondents gave a rating of 2, while 65 respondents gave a rating of 5. On the other hand, 63 respondents gave a rating of 6 while 59 respondents gave a rating of 1. The results indicate that most respondents agreed that some improvement is needed when it comes to conducting a strategic situational diagnosis by demographic, behavioral, and other consumer trends respectively.

The response given by respondents when asked whether “the organisation assesses the industry as a whole regarding new competitors and concepts, new technologies, procurement practices, price trends, labor practices” on item 6, it could be noted that most respondents (84) gave an improvement rating of 3, followed by 72 respondents who gave a rating of 4. However, 66 respondents gave a rating of 1, while 62 respondents gave a rating of 2. Some 60 respondents gave a rating of 6 while 56 respondents gave a rating of 5. Overall, the findings indicate that most respondents agree that some improvement is needed in terms of conducting a strategic situational diagnosis by the organisation based on an assessment of the industry as a whole. Such an assessment covers new competitors and concepts, new technologies, procurement practices, price trends and labor practices.

When asked whether “the organisation assess institutional factors such as cost and the availability of capital, as well as government regulations, and the economy,” on item 7, some 82 respondents gave an improvement rating of 3, followed by 72 respondents who gave a rating of 4. Some 64 respondents gave a rating of 1, while 63 respondents gave a rating of 5. Some 61 respondents gave a rating of 2, while 58 respondents gave a rating of 6. The results show that many respondents agree that some improvement is needed in terms of conducting a strategic situational diagnosis that assesses institutional factors such as those identified above.

As regards whether “the organisation has some knowledge of, and access to sources of information about the industry, markets, and other external factors” on item 8, some 75 respondents gave an improvement rating of 3, followed by 68 respondents who gave a rating of 4. However, 67 respondents gave a rating of 5, while 65 respondents who gave a rating of 2. The table further revealed that 64 respondents gave a rating of 6, while 61 respondents gave a rating of 1. The findings suggest that most respondents agreed that some improvement is needed in conducting a strategic situational diagnosis based on having knowledge of and access to sources of information about the industry, markets, and other external factors.

As regards whether “the internal analysis identifies key strengths and weaknesses in the organisation” on item 9, the findings revealed that the highest number of respondents (74) gave an improvement rating of 3, followed by 71 respondents who gave a rating of 5. 69 respondents gave a rating of 2, while 64 respondents gave a rating of 1.

The table further revealed that 58 respondents gave a rating of 6, while 54 respondents gave a rating of 4. The findings indicate that most respondents agreed that little improvement is needed in terms of internal analyses used to identify key strengths and weaknesses in the organisation.

When asked whether “the analysis includes pricing strategy and its effects on customer behavior” on item 10, the findings revealed that the highest number of respondents (85) gave an improvement rating of 3, followed by 65 respondents who gave a rating of 4. Some 64 respondents gave a rating of 5, while 63 respondents gave a rating of 1 or 6 respectively. Some 60 respondents gave a rating of 2. Overall, the results indicate that most respondents agree that some improvement is needed when it comes to analyses of pricing strategies and their effects on customer behaviour.

When asked whether “the analysis includes the quality of customer service and customer satisfaction/ loyalty/ defection data” on item 11, the findings revealed that the highest number of respondents (78) gave an improvement rating of 3, followed by 70 respondents who gave a rating of 4. Some 65 respondents gave a rating of 1, while 64 respondents gave a rating of 2. This further revealed that 62 respondents gave a rating of 6, while 61 respondents gave a rating of 5. Overall, the results indicate that most respondents agreed that some improvement is needed when it comes to conducting a strategic situational diagnosis that focuses on the quality of customer service and customer satisfaction/ loyalty/ defection data.

When asked whether “the organisation assesses its human resource development and management programs” on item 12, the findings revealed that the highest number of respondents (81) gave an improvement rating of 3, followed by 70 respondents who gave a rating of 4. Some 64 respondents gave a rating of 5, while 63 respondents gave a rating of 2. Some 62 respondents gave a rating of 1, while 60 respondents gave a rating of 6. The results indicate that most respondents agreed that some improvement is needed when it comes to assessing human resource development and management programs.

When asked whether “the organisation's management information system provides relatively easy access to the internal data discussed above” on item 13, the findings revealed that the highest number of respondents (83) gave an improvement rating of 4, followed by 77 respondents who gave a rating of 3. Some 64 respondents gave a rating of

2, while 63 respondents gave a rating of 5. Some 62 respondents gave a rating of 1, while 61 respondents gave a rating of 6. Overall, the results indicate that most respondents agreed that some improvement is needed in conducting a strategic situational diagnosis that looks at the organisation's management information systems.

As regards whether “the organisation reviews the mission and goals in light of the apparent threats/ opportunities and strengths/ weaknesses after completing its external and internal analyses” on item 14, the results show that the highest number of respondents (77) gave an improvement rating of 3, followed by 74 respondents who gave a rating of 4. The table further revealed that 66 respondents gave a rating of 2, while 62 respondents gave a rating of 1. Some 61 respondents gave a rating of 6, while 60 respondents gave a rating of 5. Overall, the results indicate that most respondents agreed that some improvement is needed when analysing the mission and goals of the organisation in light of apparent threats/ opportunities and strengths/ weaknesses.

Table 5.2.3c

Correlation Between Conducting the Strategic Situational Diagnosis and Improving Total Quality Management (TQM) in Bahrain’s Public Sector

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.902 ^a	.811	.811	.64270

a. Predictors: (Constant), Conducting the strategic situational diagnosis

Table 5.2.3c, shows R value=0.902 indicating a strong positive degree of correlation and R² =81.1% which indicates a strong association between conducting the strategic situational diagnosis and improving total quality management (TQM) in Bahrain’s public sector.

5.2.4 Managing TQM Implementation

In Table 5.2.4, the findings revealed that when asked whether “the organisation makes strategic decisions based upon the TQM plan” on item 1, the results show that the highest number of respondents (74) gave an improvement rating of 4, followed by 70 respondents who gave a rating of 3. However, 68 respondents gave a rating of 2, while 64 respondents gave a rating of 5. On the other hand, 63 respondents gave a rating of 1,

while 61 respondents gave a rating of 6. The overall findings revealed that many respondents agreed that some improvement is needed in managing TQM implementation based upon the TQM plan.

Table 5.2.4
Strategic Management Practices and TQM Application
Along Managing TQM Implementation
As Perceived by the Respondents

Managing TQM Implementation	Improvement Needed					
	Little		Some		Much	
	1	2	3	4	5	6
1. The organisation makes strategic decisions based upon the TQM plan.	63	68	70	74	64	61
2. The organisation clearly assign lead responsibility for action plan implementation to a person or, alternately, to a team.	65	66	78	68	65	58
3. There are sufficient resources allocated for TQM implementation.	62	66	68	78	67	59
4. The organisation set clearly defined and measurable performance standards for each TQM strategy.	59	74	75	68	64	60
5. The organisation develops an organised system for monitoring how well those performance standards were met.	60	67	73	75	66	59
6. The organisation review monitoring data regularly, and revise strategic decisions as appropriate.	64	63	84	73	68	59
7. Individuals responsible for strategic management and implementation of TQM successful performance.	61	68	73	72	62	64

The table further shows in response to whether “the organisation assigns lead responsibility for action plan implementation to a person or a team” on item 2; the findings revealed that the highest number of respondents (78) gave an improvement rating of 3, followed by 68 respondents who gave a rating of 4. Some 66 respondents gave a rating of 2, while 65 respondents gave a rating of 1 and 6 respectively. Some 58 respondents had a rating of 6. The results indicate that most respondents agreed that some improvement is needed in establishing the strategic foundation of the organisation assigning a lead responsibility for action plan implementation to a person or a team. When asked whether sufficient resources are allocated for TQM implementation, the results show that the highest number of respondents (78) gave an improvement rating of 4, followed by 68

respondents gave a rating of 3. Some 67 respondents had a rating of 5, while 66 respondents gave a rating of 2. A further 62 respondents gave a rating of 1, while 59 respondents gave a rating of 6. The findings indicate that most respondents agreed that some improvement is needed when it comes to establishing a strategic foundation based on sufficient resources being allocated for TQM implementation.

As regards whether the organisation sets defined and measurable performance standards for each TQM strategy, the results show that the highest number of respondents (75) gave an improvement rating of 3, followed by 74 respondents gave a rating of 2. Some 68 respondents gave a rating of 4, while 64 respondents had a rating of 5. Some 60 respondents gave a rating of 6 while 59 respondents gave a rating of 1. The results show that many respondents agree that some improvement is needed when it comes to setting defined and measurable performance standards for each TQM strategy.

When asked whether the organisation develops an organised system for monitoring how well those performance standards were met, the results show that the highest number of respondents (75) gave an improvement rating of 4, followed by 73 respondents who gave a rating of 3. Some 67 respondents gave a rating of 2, while 66 respondents gave a rating of 5. Some 60 respondents gave a rating of 1, while 59 respondents gave a rating of 6. The results show that most respondents agree that some improvement is needed when it comes to developing an organised system for monitoring how well performance standards were met.

In response to whether the organisation reviews monitoring data regularly, and revises strategic decisions as appropriate, the results show that the highest number of respondents (84) gave an improvement rating of 3, followed by 73 respondents who gave a rating of 4. Some 68 respondents gave a rating of 5, while 64 respondents gave a rating of 1. Some 63 respondents gave a rating of 2 while 59 respondents gave a rating of 6. The findings indicate that most respondents agreed that some improvement is needed when it comes to monitoring data regularly, and revising strategic decisions as appropriate.

As regards whether individuals are responsible for the strategic management and implementation of TQM, the results show that the highest number of respondents (73) gave an improvement rating of 3, followed by 72 respondents who gave a rating of 4.

Some 68 respondents gave a rating of 2, while 64 respondents gave a rating of 6. Some 62 respondents gave a rating of 5, while 61 respondents gave a rating of 1. The results show that most respondents agreed that some improvement is needed when it comes to making individuals responsible for strategic management and the implementation of TQM for successful performance.

Table 5.2.4d

**Correlation Between Managing TQM Implementation
and Improving Total Quality Management (TQM)
in Bahrain’s Public Sector**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.844 ^a	.811	.622	. 73579

a. Predictors: (Constant), Managing TQM implementation

Table 5.2.4d, shows R value=0.844 indicating a strong positive degree of correlation and R² =81.1% which suggests a strong association between Managing TQM implementation and improving total quality management (TQM) in Bahrain’s public sector.

Part III. Interviews

5.3 Background

The interviewees consisted of the Vice Minister of the Media Information Authority, the Director of Technical and Operations; the Supervisor of Standards and Implementation; the Acting Director of the Essay and Entire Work; the Ministry of Industry, Commerce, and Tourism and the Director of Consumer Protection. One participant had experience in the principals of management and leadership which are given to all officers in the military and security sector. Another participant was a computer engineer, who had a master’s degree in network performance engineering.

Research Question 1. The first research question for the study was: Tell us about your background?

This participant had worked for the Bahrain Defense Force (BDF) before moving to the Telecommunications Regulatory Authority (TRA). He had a technical background in dealing with frequencies and anything related to communication and information

technologies. He served as a supervisor of standards and implementation, a different participant worked in the Ministry for Industry, Commerce, and Tourism, where they have already implemented a quality management system a long time ago. They had already implemented International Standards Organisation (ISO), ISO1 from about 2003 and had continued to implement the clauses and quality management system criteria within the organisation. In terms of the TQM system factors which have been implemented in Bahrain's public sector, there are different tools of TQM that feature. The Ministry has been implementing ISO1 2001 and 2008 for three years and is now mainstreaming this standard as a quality management system.

A different participant held a graduate holding Master's degree in Project Management, and had a BS in Electrical Engineering. During his ten years of experience in the ministry, he had worked on quality management systems in the ministry. He had also worked with the Bahrain Excellency model, where he was the representative of the Ministry and the programme. This is a national programme for all governmental sectors, and related to models of Excellency in Bahrain. He worked as an implementation supervisor related to the control of projects in Bahrain for ten years ago; he had dealt with strategic management on several occasions. Another respondent had a degree in Chemical Engineering, and an MBA in Financial Management. This respondent had worked for 17 years in the Ministry of Industry and Commerce. The participant said that the ministry was also responsible for overseeing marking within the directorate. Another participant had a Bachelor's degree in Statistics and Operational Research from the University of Bahrain. He also obtained a Masters degree from Arabian Gulf University Bahrain and a Bachelors degree in Business Technology Management. He also had a Ph.D. qualification.

The researcher successfully managed to conduct interviews of selected ministries in Bahrain under study. Respondent self-selection was used for the following criteria: The respondent had to believe he/she was well acquainted with the Bahrain's public sector; strategic management, leadership, culture; and political life of Bahraini citizens at the time of the interview. Interview transcripts were to be based upon no less than 3 hours and no more than 4 hours of interviewing time. Each respondent should have written or spoken publicly on at least one theme, which featured in the questionnaire. Respondents were not to be shown the questionnaire before the interview, although a standard limited selection of sample questions could be provided, if demanded, by potential respondents.

Research Question 2. The second research question for the study was: Which TQM factors have been implemented in Bahrain's public sector?

5.3.1 TQM Factors Implemented in Bahrain's Public Sector

The participants agreed that in terms of management quality, the strategic domain covers all that they do and how they behave. Some participants said they received hands-on instruction from the theoretical colleges. Primarily, Bahrain's public sector is well aligned and continues to implement the European model from the European foundation of quality management. Bahrain as a Center of Excellence has already inherited this model from that specific center. The country is trying to implement quality within TRA to govern the execution of their strategy, which is aligned to the wider strategy and vision for 2030.

Another participant had worked in the security sector for about thirty years and had then wanted to serve in the media sector to continue to defend the country. "The civil service sector or civil service bureau, which is in charge in Bahrain's public sector, has made giant steps to set and take care of TQM factors like performance measurement. They have a big project they are about to launch to measure performance and continuous measurement of performance, starting from the lowest employee degrees to the organisations and business sector. There is gradual performance measurement. This is a big project for my colleagues whom they are working on, and in addition to that, a lot of the governmental sectors started to document their work procedure in line with the TQM". Up to a point, the quality certificate or management ISO was the target, but most agencies failed to attain this because of their procedural documentation which measures performance. Quality has been seen as essential to create performance measurements.

Many sectors have been committed to improve TQM in Bahrain's public sector. "The military sectors have more active systems than the civil sector. In the neighboring countries, a lot, and of course, Bahrain has been in the leadership regarding administrative systems and procedures documentation. This has been for long years, either in the civil sector or the military sector. Now it is a specific return, such as procedures documentation and pursues the optimisation of work, everyone in their field and to set specific criteria for quality". Bahrain has begun to compare itself with more advanced countries when it comes to product quality. In terms of benchmarking, Bahrain is just as advanced as other developed countries in all of its sectors regarding their products. The current findings are in line with past studies (Ahmed and Ali, 2016;

Bayraktar et al., 2008; Claver et al., 2001) which suggest it is crucial to deliver services to clients or stakeholders of a high quality. They must have the drive to achieve, and have an endless ambition to satisfy their clients.

Bahrain's public sector officials must embrace quality communications and structures. The participants agreed that in 2016, Bahrain's public sector has done the total quality management (TQM) system in 2016 as an introductory for the quality system in the ministry. They have been involved as a member of the team. The purpose of strategic management is to manage the process at the ministry level to align with a single quality system.

Another participant noted that there are different approaches and models that apply to TQM. Internally, they are working on the ISO approach, and throughout the public sector different models have been used such as the European Foundation for Quality Management (EFQM) and the Bahrain Excellence Centre. A different method has been applied within the public sector which has offered lessons elsewhere. The Prime Minister's cabinet, and all ministries are involved in this setup and there is a team that supervises the ministries to make sure that they align with the requirements of the Centre. It is already linked to the government's programme that exists under a broad umbrella encompassing various authorities and government entities. It is monitored, controlled, and guided by the prime minister through the government.

Research Question 3. The third research question for the study was: Give us your insight on the following strategic management tools and their application in Bahrain's public sector.

5.3.2 Insights on Strategic Management Tools and their Application in Bahrain's Public Sector

One participant noted that the in military sector is more committed and engaged to quality. The connection between total quality management (TQM) and the strategies exists, and any organisational strategy must be realistic, and not associated with inapplicable action plans. Moreover, amongst the essentials of applying strategy is that it should be interpreted clearly for those in lower positions of the job hierarchy. "A lot of cases, in Bahrain, have some organisations and entities which have strategies, but these strategies stuck at the executive level. Therefore, they end up with failure. This is because they have not been interpreted properly for the lower levels." The participant mentioned

that, "The vision and the great and broad strategic goal. How it was interpreted to what could be the lowest level, the base of the pyramid." The reason is that there is faith in this goal, and everyone is proud that they are part of the team; working to achieve the goals of the organisation. Anything that pushes the optimisation of services associated with strategic application and commitment is welcomed. When organisations reach their vision, mission, and goals there is an expectation that they will be arrive at a position of optimised performance and service.

Another participant noted that in the sector, they had been through many of these problems and they were immediately reminded of canvas business models with around ten pillars. Each pillar is very important to govern the quality of the execution of strategy. This participant thought that "Top Management Commitment", represented by leaders in Bahrain and subsequently, other levels of leaders are prompted that there are areas for improvement, the vision is well identified and clear. The big problem comes in monitoring the execution of this vision, translating these into action plan remains the area of improvement". This means that quality management needs to be reviewed and monitored on a regular basis to make sure that what is planned is being well executed, such as:

Quality Communication and Structure. The participant mentioned that "quality communication and structure is a requirement of each directorate in the ministry. In each sector there are commerce and industry experts who control quality. They have oversight of the directorate, and they communicate with QR or QM stakeholders or QR representatives. For each expert there are two representatives for each sector. There is a quality representative for the directorate and a quality management representative for the sector itself. They all report to the Undersecretary for the Ministry of Industry, Commerce, and Tourism.

Employee's Empowerment and Training. The participant, said that, "employee's empowerment and training, any new employee employed in the industry in the first year we have mandatory awareness or training about quality management system in the ministry. They make them aware or give them ideas on what is quality management, what is a quality procedure, how does this communicate to top management we also give them principles regarding quality management". The quality representative trains staff on areas such as standards and how to be a lead auditor. They provide them with a fuller picture about their certification and standard terms.

Quality Measurement and Benchmarking. The participant noted that, “quality measurement and benchmarking is felt to be closely related to quality management system standards. As regards to benchmarking, this is also related to quality management standards which are already implemented. These appear as KPIs as part of internal audits. There are two types of audit: a full audit and an internal audit. There can also be either a partial or internal audit. A full audit covers the entire directorate and the ministry.”

Continuous Improvement. According to the past studies (Hasan and Kerr, 2003; Lai et al., 2002; Prajogoo and Cooper, 2010) suggest that continuous improvement is an action plan for all. According to the participant, “The plan covers training, new procedures to be undertaken, and any arrangements in the policy of management related to quality management.” It could be noted that continuous improvement strategically in TRA is seen in the public sector as striving for excellence and thinks one of the initiatives being done regularly is the government forum. This is essentially a forum that gathers all of the public sector players together to share strategies in order to combine efforts towards the overall vision of 2030.

Customer Focus and Satisfaction. The ministry focuses on customer satisfaction and customer care, and has an annual action plan for each directorate. Directorates have to choose sales people to manage customer satisfaction. They have to choose a fitting process and design, and create an action plan covering the period from the outset of the year through until October. They must decide upon a team to execute the plan and to issue customer satisfaction forms. They must also compile a report at the end of the process. This is later presented to top management and then to Directors for approval. It is then presented to the secretary and to top management.

Policy and Strategic Planning. The stakeholders have to propose ideas at the corresponding level of their QR. They must communicate with top management, and sought ministerial approval. The policy and strategic planning are merged for all employees and circulated to staff. The plans also provide each directorate with a copy of the policy and the strategic plan for quality; however, it must be uploaded to a public electronic bar in the ministry; and published on the website of the ministry.

Organisational Structure. It was noted that in Bahrain’s public sector directorates must be committed to a quality management system which is part of the organisations

culture. Such a commitment is the responsibility of the directory and the heads of each section. They must also train top management on quality management. This involves training nine heads of department. In each section, they have to train staff on management systems. Past studies (see Sharma and Hoque, 2002; Talib et al., 2011; Tuomi and Ajmal, 2011) also show that leadership plays a significant role in quality management. Hence, the leaders are committed, and even the minister is committed to quality management systems.

Quality Information Systems. The participant noted that “quality information systems may be an area where they are improving on, and still, it is a journey that never ends to be honest because they are always thriving for more and more of improvement regarding information systems”. Information systems have been used in the Bahrain government, led by the Information and eGovernment Authority (IGA), which is responsible for making sure that the Bahrain government has a well-established information system to serve the public. The participants argued that they are representative of the electronic files or electronic folders which they have access too. The top QMS representative who is management representative and they can access an electronic bar. They also have other employees who are not involved in quality management. They have access to public electronic files so that they can read relevant policy and quality manuals as well as having access to quality procedure and processes.

Suppliers' Relationships. The participant mentioned that suppliers' relationship is under human resource and finance directorate. They are aware of the criteria to choose their suppliers; they have the relationship on how to treat the suppliers”. Regarding this strategic management tools most of them are covered on the quality management system the principal of quality management system.” One participant explained how TQM is implemented in the sector. In their ministry, they have full commitment from their top management, which emanates from the lower to the highest levels. Their management is involved in decision making regarding the quality management of internal audits. They receive approvals for internal audits and for any proposed changes or improvements, and they have to implement these in the organisation. They are fully involved in the result of the internal and external audits and in the decision making process related to any action to be taken regarding top management. They also have a yearly managerial meeting regarding quality management in the whole organisation, and this provides an opportunity to listen to recommendations.

Another participant noted that “top management should be aware of the management and quality system within the organisation. They should be aware of everything and must be involved in setting out major guidelines. They have to direct the management system from that point of view. “This occurs in our organisations; our worktop management involves all this when we talk about the worktop; the level of undersecretaries; the assistant secretaries; and even his Excellency the minister is involved in all this.” In terms of quality communications and structure, guidelines relating to communication and the structuring of the system are provided. “These processes are guided by the metrology or standard department in the ministry, and they have a clear view of the operation. They guide things in the right way.” Another participant felt able to talk about employee empowerment in their directorate. The directorate had empowered staff to do carry out their roles professionally according to the process in place. Things are set up according to previous management or quality systems. Staff knows what they are doing according to their defined roles and the work is systematic and executed according to the quality system.

All participants argued that quality measurement, benchmarking, and continuous improvement are crucial for TQM. Two participants recalled having an internal audit to find deficiencies to make improvements. “They have a customer focus and satisfaction show; we have biblical medicaments for customer satisfaction about our services of quality of the services. How they are created by the customer service departments all these things, even the quality of their processes, all these things should major, and they have to submit a summary report for the upper management to take action. They have to include our recommendations and customer report recommendation as well in that report, and we submit it to the upper management to take action.” They have customer complaint boxes and direct channels for communication such as hotlines. They have so many channels to communicate with their customers and they also have access to e-government where customers can submit complaints.

However, when asked about policy and strategic planning, the participants explained that their quality manuals reflect the various visions put forward by upper management. These manuals set out policies and statistics to support planning. All of these measures exist to make things clear. “Organisational culture is part of Bahrain’s government as directed by His Excellency and the minister. All staff should work very hard to achieve the ministry’s goals and to satisfy customer needs.” One participant categorises

organisational culture as professionalism describing culture as a set of professional norms and workplace professionalism. The participant added that in regards to quality information system, when compared to systems in other ministries.

As regards supplier relationships, some participants interact with a chain of suppliers which is quite unique. One participant noted that supply chains in Bahrain are quite unlike any other setup. The chain of suppliers is handled and maintained by the financial and service departments according to the rules of the Ministry of Finance. Another participant said that in general supply chains play a significant role in enhancing the commitments of government to the strategies that are place and to various programmes, targets, tasks and KPIs. These areas play a key role in defining this commitment to the government programme and to the strategies proposed by government regarding short and long-term strategies. These contain evidence of rigorous communication, quality measurements and benchmarking, and they illuminate the focus on customer satisfaction in the public sector, the measurement of which is in its early stages. There are many initiatives that have been taken to drive quality information systems, and of course, success cannot occur without supplier relationships.

As regards policy and strategic planning as internal procedures, the directorates are committed to ISO, and efforts are now being made towards internal ISO. There also many auditing programmes responsible for TQM to make sure that the strategy of the ministry is linked, and performs efficiently under the umbrella of the government strategy. The programmes ensure that the various KPIs work in harmony. According ro the participant, "TQM is playing a major role here in the governance of KPIs and giving a realistic measurement of the goals. It is not easy to settle into roles descriptive goals, you have to make sure there are some assistance programmes, and TQM is playing a major role in this regard." Past studies (Talib et al., 2011; Tuomi and Ajmal, 2011) suggest that some accreditations are approved on a quarterly basis, and some on a monthly basis. These accreditations work to achieve the goals and targets of the ministry. Both qualitative and quantitative approaches are taken, and TQM plays an essential and vital role.

Research Question 4. The fourth research question for the study was: Discuss the results of applying TQM and how it seemed to have influenced the Bahrain's public sector competitiveness?

5.3.3 Applying Total Quality Management (TQM) have Influenced the Bahrain's Public Sector Competitiveness

The participants had varying opinions on the application of TQM to Bahrain's public sector. One participant, in particular argue that it is a competitive surrounding important any product, involving products in Bahrain's public sector such as media; radio, television, and publishing. There is no particular monopolist for this service; the customers and the clients have a lot of available alternatives. Through the strategy of competitiveness to be the first choice; the first choice for the audience, the first choice for the recipients of the news even for travel can be strengthened through strong TQM. There is a significant link between competitiveness and the quality of service. Competition is intense and it is no longer peer organisations that are competitive. Social media has become a site of major competition for all. A story which can be published in two minutes can now reach a significant number of people in seconds. Similarly, TV channels on social media and YouTube have powerful reach. Some people have TV channels on social media and others on YouTube. They can shoot and direct, and post news very quickly. A channel on YouTube can create an exclusive story.

Another participant noted that creating a culture of excellence is a journey. They suggested the journey must never end, because there will always be a need to continuously strive for improvements. "There are a lot of indicators and rankings that Bahrain is improving on a regional level and a global level; specifically the telecommunication sector particularly. They are leading a lot of indicators when it comes to the Gulf region and Arab region; they need to sustain that level in this region, they need to also compete on a global level and to improve our ranking". Effort is therefore required and these efforts must be governed by a total quality management framework. Another participant noted that quality management systems set the clauses which make the organisation unified and bring it into compliance with quality. Such moves help organisations to take steps to apply quality to all their services. It is not about providing the service, but providing an excellent quality service. Quality measures are what drive excellence in services and projects. The ultimate aim is to satisfy the customer based on understanding of their needs and requirements.

Another participant said, for some time nobody has believed in the capabilities of government staff, but now if one compares their ability with the private sector, they have improved remarkably. Another participant argue that one could guarantee that at the level

of the directorate, when the product is compared to another from the private sector, there is evidence of progress. A different participant discussed Bahrain's excellence center which plays a significant role in the public sector and focuses on government services provided to the public. They suggested that the system creates a need for people working in this sector to improve and to create the motivate stakeholders using TQM. Two participants argued that all the ministries are working hard to attain the goals of government and the goals of the ministry. Each is demonstrating qualitative added value through their daily job and each is seeking to transform their routines and daily processes to create additional added value.

Research Question 5. The fifth research question for the study was: What is the role of strategic management factors in encouraging the implementation and sustainability of TQM in Bahrain public sector?

5.3.4 Role of Strategic Management Factors in Encouraging the Implementation and Sustainability of TQM in Bahrain's Public Sector

Three participants agreed that the strategy which gives the best guidance and the channels which provide the bigger picture it is the quality framework aspect of strategy. A strategy/goal provides the organisation with a goal, which is a generic and crucial part of the mission. All stakeholders within an organisation must get behind the goal. The optimization and quality of the service depends on having a goal that one can attain to fulfill the strategy. There are the links between both. The strategic plan is the basis or the roadmap for total quality management (TQM) implementation in any organisation. It should not be independent or isolated from the strategic plan. Another participant noted that they believe in a culture of excellence and in total quality management in the public sector because beliefs and practice are mutually connected. There should be a belief amongst leaders of all parties within the public sector in survival and a drive to motivate all players to support the framework. "The leaders also should monitor the execution of these strategies in line with these frameworks. The responsibility of the leaders should show they have to continue believing in the culture of excellence, total quality management and will be inherited by people to the subsequent levels."

Three participants agreed on the merits of a national programme for all ministries as a model for excellence for management and the quality of services. They had a ministerial order regarding all ministries in Bahrain to adopt a quality management system as a mandatory measure. All such ministries have implemented this management system

which has been decreed by the prime minister. The civil bureau also monitors the system. Other participants argued that most of the information empowers staff. If one empowers their staff, then teams carry out their roles in a professional way to achieve objectives. It is essential to consider a healthy environment and to listen to staff and share the experiences and ideas. In this way, teams can achieve a strong level of productivity and professionalism.

Another participant said that, in terms of strategic management and top management, a commitment from top management and his Excellency the minister is essential. Support is also needed from the undersecretary, the assistant secretary all staff in the top layers of management. "That is a strategic management review that its commitment to the implementation and sustainability of the goals. According to my knowledge, there is weakly meeting from the top management to put all things on the table and seeing the measurement and evaluating the KPIs the progress through the KPIs on what is happening here and there. So, of course, strategic management commitment is so important and influencing the implementation and because the strategic management and operational management are linked together as a chain having the view very clear for strategic management will give the opportunity to the operational management to do it very well and understand what is needed actually". There is a major focus in this regard since weekly reviews take place to monitor what is happening. In this way, KPIs are linked together to ensure TQM is implemented in the ministry.

Research Question 6. The sixth research question for the study was: What are the main impediments that hinder TQM adoption in Bahrain's public sector?

5.3.5 The Main Impediments that hinder TQM Adoption in Bahrain's Public Sector

As regards the main barriers which hinder TQM adoption, securing buy in from officials is the biggest challenge. Getting buy in from officials in terms of the application of quality has a role in removing many obstacles. A number of officials have started to apply quality measures, and they are moving towards total management quality. Any organisation has to document its procedures and to optimise the service delivered to stakeholders. The cornerstone or the core of the sector, especially the service sector, is the client. This is the main target. The quality of the service that one receives is subject to the competitiveness of other sectors in which governmental services should be the first choice for the stakeholder.

This is the case whether the service is electricity, media, or something else. Another participant thought that faith in government is very important. He noted that there are many projects which reflect the plans of the government to achieve quality criteria. There is a major effort to drive the competitiveness of many service sectors such as electricity and the solar panels. Other participants argued that in the communication sector there is increasing competitiveness amongst companies. Likewise, "Competitiveness is also at some points such as to seek the optimisation of service and the open market plans and the most beneficiary form these plans is the consumer which proves that the consumer is the aim of the government." Two participants agreed that it is about people and how they are being educated. The most important thing to improve is the quality of graduate students equipped with quality management skills. They should graduate from universities with some grounding in how to become involved in work with a framework that is governed by quality. The main impediments were seen as education and general awareness of total quality management frameworks.

One participant argues that the main impediment that hinders TQM adoption in Bahrain's public sector relates to awareness. "Once can make employees aware of the positives and the advantages of implementing quality management systems so they can do it well. Once they know about it they will enforce it, so we must focus on awareness." Clearly there may be some obstacles regarding the horizontal relationship between government entities. Stringham (2004) reveals that there is a need for more coordination to bring stakeholders together to link their targets and to link their KPIs as part of a vertical relationship. This kind of integration will enhance the quality of outcomes. Despite some positive outcomes, better results are required and this is the current challenge since integration is not the responsibility of one entity, but is a whole system. Stakeholders have to link together". This is the challenge and considerable efforts have been made in this regard based on strategic management from the prime minister's cabinet. Efforts have also been made through steering committees headed by the royal prime council to link actions together horizontally to enhance the outcomes of the public sector.

Research Question 7. The seventh research question for the study was: Any additional information relating to any of the issues contained in the questions

5.3.6 Additional information relating to any of the issues

In the opinion of the majority of participants, to shed light on the strategies of quality management is an essential thing to do. Other countries have produced a great deal of

research, but in Bahrain, TQM is much needed, especially in the Bahrain's public sector. It is not limited to a particular sector. Therefore, instead of going to a consultant to get help there is a need to make a connection between strategies and TQM is central to this. Strategies without TQM cannot stand, and TQM cannot stand alone. Four participants thought they had covered much ground in taking part in the survey. "What one can add is that there should be a well-structured policy that cultivates the quality and reprimanded to the lower levels. This should start with a top down approach where these beliefs should be mentioned explicitly in public sector policy or government policy to be castigated down, and the beliefs on this quality management are inherited to all the levels from top to the downwards."

Quality management systems are implemented by the ministry or the public sector or by teams of both. "They are separated control or as a team separated or it's related to direct trade. They should get indicators on how quality management works in each ministry. In organisations when one talk about quality, it should be a full organisation working towards total quality, everybody in his sector or his task objective or goal should be going towards total quality it should be a vision, it should be clear to everybody then they have a clear path". Some of the ministries in Bahrain use TQM in the same way as other direct trades such as the department of quality. One participant complained of the same old mentalities in the ministry. Other participants said that Bahrain Excellence Centre is trying to create a new culture to convert all of the challenges and obstacles into opportunities.

They said that they think this is the right approach to overlap all the portholes or obstacles and this is what they should aim to do in the future to change cultures and turn barriers into opportunities to develop and enhance jobs and create outcomes for the public. The aim is to convert the public sector from a sector that is controlling and regulating into an assistance sector that helps the private sector to create better opportunities.

5.4 Focus Group Discussions (FGD)

5.4.0 Background

The researcher conducted five focus group discussions. FGD one consisted of the General Director of Communication at Executive Chief Information Officer, and the Director of Communication and Organisation Management Engineering Directorate.

Participants 1 said, "He was unaware of total quality management (TQM) factors implemented by Bahrain but was fully aware of Bahrain's 23rd Vision on what Bahrain would look like over the next 50 years." At a high level, the participant thought that Bahrain's public sector is committed to the function of envisioning strategic planning. Since they are just tools, participant 2 said, "it is important to ensure that there is a mind capable of putting the strategic management tools together into a more effective and productive way for the national interest. At a leadership level, he stated, Bahrain has a clear strategic direction about the future". The public sector organisation participant 3 works for has implemented different strategic management tools like the European Foundation for Quality Management (EFQM) Model. The Bahrain public sector implements the model as a Bahrain center of excellence and quality management system.

According to all three participants, to plan and execute strategically, there must be leaders and a workforce capable of thinking strategically. Therefore, strategic thinking is a fundamental pillar to ensure top management commitment. "Although it is done at a high level and cloud level, implementation is a different reality." If there are ground leaders with strategic thinking capabilities, there can be a better execution, which is enabled by strategic planning. Participants 2 and 3 said that quality communication and structures still need to be improved because all strategic management tools must support a strategy, i.e., design, development, implementation, and governing.

Participant 1 stressed that organisational culture is important because people turn strategy into reality, and not presentations. The company has a loyal, genuine, traditional culture, and heritage. Regarding quality information systems in this open data era, information systems must be integrated in real time to convert information into knowledge. Participants 2 and 3 said that total quality management (TQM) has positively influenced the Bahrain's public sector competitiveness. There is high-level commitment from Bahrain government leaders like the Prime Minister and other key Ministers. They have shaped public sector commitment and culture to understand and appreciate excellence and performance. However, unless organisational leaders are whole-heartedly committed and believe in TQM, the momentum will fade.

Participant 1 said that strategic management factors are critical to the implementation and sustainability of total quality management (TQM) in Bahrain's public sector, but strategic management tools must support an overall strategy. However, there

is a gap between the Bahrain 2030 vision and the implementation of the vision by different sectors and key strategic initiatives for the implementation of TQM. Participants 2 and 3 agreed that there is a lack of clarity as regards the strategic top-down Key Performance Indicators. "Strategic management factors are significant, but there must be key measures for all factors to ensure implementation and sustainability, which is lacking in Bahrain's public sector. Bahraini leaders are committed to the implementation and sustainability of TQM, but the systematic development, and the converting of these into reality is lacking".

Participants 1, 2, and 3 said that teamwork is the main impediment hindering TQM adoption. There must be a building and fostering of trust through enhanced transparency between various organisations to bring teamwork to the different public sector organisations. Participant 3 advised that Bahrain deserves better from all parties to cultivate strategic thinking skills and existing mindset starting at the school level. Everyone should be loyal to Bahrain's leaders and the country and all must do more to make the nation prosper. Moreover, the focus group discussion (FGD 2) consisted of: 1) Civil Service Bureau, 2) HR Manager; 3) Acting Director – Job Evaluation; 4) Chief of Competition - Wages and Benefits Directorate; 5) Chief of Engineering Section; 6) Director of Communication; and 7) Chief of Overseas Improvement. The government agency uses an aisle management system whereby they implement TQM aspects such as customer care, customer surveys, various procedures and complaint management systems.

All four participants agreed that the newly implemented aisle system handles strategic management tools and their application well. Participants 1 and 4 agreed that top management commitment to quality systems is strong. Quality measurements and benchmarking are in place and the structure created must be benchmarked based on sound studies. Examples of continuous improvement include the agency changing its system to a workload system whereby paper is no longer used. Participants 2 and 3 said that a customer focus and satisfaction are demonstrated through surveys and customer feedback. The agency has hotlines for customer complaints. Regarding policy and strategic planning, participants 1 and 3 said, "there is a big project (CSV) going to be spread over all government ministries and entities. It is like a strategic management system where the government strategy is put at the top, and every ministry would put their strategy to tackle down". The pilot should be launched in 2018. The agency has quality information systems and an e-service committee. TQM influences competitiveness by enhancing the public sector customer service and satisfaction levels.

Participant 2 noted a positive relationship between strategic management and TQM, whereby strategic management factors encourage the implementation and sustainability of TQM in Bahrain's public sector. Participant 4 agreed that the main impediments hindering TQM adoption are culture, change resistance, a lack of customer orientation and low awareness about TQM.

Focus Group 3 comprised of two heads (Chief - Management & Communication; Organization Management Engineering Directorate) and two managers (Business Information System; Wages and Benefits Department) in the Civil Service Bureau. Participant 1 said that "the agency has a quality management department, quality management system, secret service bureau responsible for implementing TQM factors." Quality management started in 1996, so the company provides support to implement new issues due to top management commitment.

Participant 2 said, "The agency already has a clear quality communication and structure including quality systems, quality committee, and quality teams. Employees' empowerment and training are mandatory for each section. Regarding quality measurement and benchmarking, the agency benchmarks successful standards from private sectors and compares with Bahrain sector". Participant 2 said there are annual continuous improvements and constant follow-ups. The government is the main customer and there is a customer focus and satisfaction levels are high.

Both participants agreed that there is evidence of policy and strategic planning which are revised every three years. Professionalism, teamwork, and a healthy environment underline the organisational culture. Participant 1 agreed the agency has quality information systems in place including an e-quality system, which records all services and requests. Although it is hard to know if it offers any kind of competitive edge, TQM raises the profile of Bahrain's public sector agencies. Participant 2 stressed that the main impediments that hinder TQM adoption include the level of TQM awareness, change management, and level of qualification among employees.

Participants 1 & 2 from the Ministry of Industry and Commerce and consisted of a Senior Standard Specialist from the Ministry of Commerce who, since 2006 had worked for the Standards and Technology Department; a General Manager at a Jewel Stone and Gold Shop. Participant 3 said that he had not been in post long enough to be familiar with

his Excellency's program. ISO 9000:90001, which is related to quality management, was implemented to help with TQM. ISO 9000:9001 as a procedure to interpret the process to every directorate in the ministry.

Participant 2 said that he would like to comment on quality communication and structure. "Communication remains our power as they serve a large population being one of the service ministries. The ministry has paid a lot of attention to communication." Participant 3 said that top management commitment as far as the structure goes emerges in the ministry and is communicated later to employees. Participant 4 said they believe that this has to be at all levels of top management, middle level, and lower level. It is our commitment, and we do not take it for granted.

It is also important to note that ISO 9000:9001, 2015 tackles all the points over here. Participant 3 said, "Considering that they have a plan to apply in the ministry, we have to tackle all of these points as well. That is an assurance that we are implementing all the points over here." Participant 1 said they have top management and middle management commitment, and employees are empowered. We also conducted a survey on customer satisfaction and work.

Focus Group 5 consisted of a General Manager, Supervisors, and a Director of Communication. Supplier relationship is also part of communication according to this group. Everything is done online without the need for paperwork. "There is commitment and this explains our relationship with suppliers and the ministry." Participants 2 and 3 said they ensure their suppliers get paid on time and at the same time LPOs are received within the required timeframe at top management level. They also run an audit on continuous spaces. Participant 1 said they have a customer focus and satisfaction platform as has already been discussed. Participant 1 said they carry out an ongoing survey internally and externally for the ministry. "This helps the department of consumer protection to understand better that we are also consumers. Our employees constitute a population of about 400 employees. That gives the ministry a view which they can expound to the local public."

Participant 3 said that in terms of policy and strategic planning anything that is concerned with industrial areas is overseen by top strategic management. Orders come from top leadership where everything is communicated to the ministry in terms of

planning, development, data collection and time management. This is all part of quality communication and quality control. When asked to discuss the results of applying TQM and its influence on Bahrain's public sector competitiveness, all participants acknowledged that competition is all about the quality of service. "To be competitive one has to have the quality of service and that's why we use stanbas such as ISO 9000:9001 2015 and so on."

Participant 2 said they also have an internal audit that is key. "To be competitive, you have to be up to date, and that's how we influence competition." Participant 3 believes that competition is fierce and "we compete against the public sector, and you can see that's why we receive awards in recognition of an e-gulf award in best applications, best systems and that's part of TQM". He further noted "also, his Excellency has come up with a new strategy, considering that everything is going electronic." Participant 1 said that the direction of the ministry is to try to reduce paper and rely more on the internet and applications to improve services. This is ongoing in the ministry, and it is based on previous studies and surveys.

The participants spoke of the role of strategic management factors in encouraging the implementation and sustainability of TQM in Bahrain's public sector. Participant 1 said that there the internal and external audits are aimed at improving customer satisfaction. To be competitive, one has to be sustainable to have all TQMs in place. Participant 2 said that the main impediments that hinder TQM adoption in Bahrain's public sector consist of training and empowerment. Participant 3 said there are other ministries as well that have already applied the ISO 9000:9001 2015, such as the Ministry of Works and Municipalities/The Ministry of Transportation.

Research Question 1. The first research question for the study was: What Strategic management practices can be used by the Bahrain's public sector to improve TQM?

Cultural and performance change emerged as essential factors for boosting organisational growth rates. One of the strategies that were put into practice was the Performance Appraisal Review (PAR). The organisation came up with a suitable process of grading workers according to their performance. Managers mainly discussed this, and it is based primarily on company values. This process was based mainly on the employee's impact on the organisation. The process was very fair as each employee was given a

chance to prove his or her contribution to the organisation. Each employee was required to contribute to the organisation. The PAR exercise was held quarterly and annually.

Reward and remuneration were also found to be essential elements for organisational performance. Based on their job level and experience, staff was given targets as well as incentives they would receive for any over achievement. These targets were identified as Key Performance Indicators (KPIs). An employee's job is first subdivided into several task components consisting of a particular behavior target before actually being rewarded. Remuneration is awarded based on the overall percentage of KPI achievement.

Recognition was also found to be an important strategic management practice. The selection of employee of the month' was informed by employee participation. An online submission plan was launched to enable employees to select co-workers who had gone above and beyond in exercising their duties. The best person in the sales department was also amongst the employee who was given an award. The company also launched a newsletter explaining how each employee received exemplary rewards. An employee has to be selected by his fellow employees. Such rewards are environmentally impactful and are more vital in influencing employee behavior through the law of effect. Cultural change takes years before finally yielding results (Wood et al., 2010).

Oakland & Tanner (2007) argued that cultural strategies could be used in shortening the timeframe of the training. The authors say that it is important to support culture to meet the desired change in behavior. At times an organisation may need a professional, customer focused culture which demands employees always demonstrate professional skills and behavior. To help achieve this, the organisation found it necessary to sponsor its employees in a full-time training programme. This was meant to increase communication awareness, placing more focus on questioning and empathy.

Embracing new change has enabled the organisation to change from the structure and culture of casual, unprofessional work practices to a more bureaucratic structure. The organisation has evolved from a low performing to a high performing, innovative, and professional culture that is more customers oriented. Despite the company realising tremendous growth in productivity and change in culture, it has much to learn. This is because many staff was lost in the weeds of due process. Most of these problems were

blamed on a lack of planning, poor communication, or the company's decision to use external consultants. This problem was mainly blamed on budget restrictions as the company was operating on a very tight budgetary allocation. More approaches need to be identified regarding motivational strategies and agents of agents if the organisation is to manage all of its future challenges effectively.

Research Question 2. The second research question for the study was: To what extent can TQM practices cause a quality improvement in Bahrain's public sector?

Analysis suggests that decision equilibrium is a consequence of successful decision governance, leadership, and the decision ecosystem. They boost the odds of TMTs, making better tactical choices and simultaneously diminishing the effects of decision politics as contributing factors. Therefore, superior tactical choices and results driven by organisational imperatives are attained. Decision politics are fueled by weak decision governance, divisive leadership, and the decision ecosystem. These politics hinder proper decision making, thereby promoting poor strategic decisions that are driven by individualism and the implementation of personal agendas.

Most organisations, according to the research, lack of effective decision leadership or decision ecosystems which hinders decision governance and promotes decision politics that ultimately influence strategic decisions. The key factors that create the need to make strategic decisions are categorised into external or internal pressures. External pressures include markets, shareholders, regulatory, competitor, or customer expectations, and these are unmanageable. Internal pressures are typically controllable and include executive misplacement, inadequate processes, and procedures or dominating individuals.

The findings resonate with past studies (see Claver et al. 2001; Dale et al. 2001; Suganthi and Samuel, 2011; Zhang, 2000) in the sense that the concept of quality management presents specific managerial challenges. For quality management to be termed as complete, it must encompass the following three primary attributes: customer focus, steady improvement, and teamwork. To happily satisfy any customer, an organisation should be ready and willing to restructure its operations according to the needs of customers. This is usually achieved by ascertaining what type of products or services the customer wants.

Teamwork is essential for any organisation willing to provide quality goods and services. When linked with a goal and based on strong team formation, irrespective of their levels at the organisation, it is straightforward to solve any challenging task. Another important aspect of any organisation is sustainability, which is the organisation's ability to sustain its products and services. TQM helps organisations focus on continuous improvement procedures. To improve the quality of products and services delivered and also to strengthen human resource potential, organisations must embrace TQM systems. Using the outcomes available in the context of private organisations, Omachonu and Ross (2004); Ooi (2009) maintain that one can quickly identify the potential effects of quality management at any organisational level.

Effective quality management often helps organisations to reduce waste, increase profits, and mitigate defects. It also brings about positive improvements to teamwork and satisfaction. Nonetheless, it is also essential for managers to be well prepared to handle the negative side of quality management. There are some factors that represent the negative aspects of total quality management (TQM). For example, TQM often demands more training. It creates relationship problems within and between departments. It decreases employee motivation to a certain point and also increases employee workload. The findings show that quality management in public organisations brings about both positive and negative impacts.

The positive impacts include employee awareness, increased customer satisfaction, effective teamwork, and reduced customer complaints. Quality management through teamwork brings about positive impacts through employee participation, job satisfaction, skills variety, and co-worker solidarity. Quality management calls for the formation of new structures, which is a real constraint to management. Quality management may prove futile where it conflicts with existing strategies. Whatever the case, it remains clear that effective quality management has the potential to bring about amicable changes, both to the public and private sectors. Effective quality management often helps employees to develop positive perceptions in two ways: 1) Changes to what they are doing, and 2) Changes to how they perceive their place of work. The entire public service is now beginning to emulate what the private sector is doing regarding quality management, mainly due to its success. Bahrain's public sector is a good example of an emulator.

Research Question 3. The third research question for the study was: What would be the impact of Bahrain's public sector employing strategic management practices to improve performance?

Organisations must undergo evolution and revolution changes to survive and succeed in the ever-changing business world. However, many change initiatives often fail. This mainly happens if the change is not managed well. In such cases employees resist change, this in turn cripples the organisation. Consistent with public administration research, the ability of management depends on creating and maintaining an environment that exploits resistant behavior. It is essential for management to maintain an environment of acceptance while efficiently supporting employees. Resistance is an inevitable response to any significant organisational change. Organisations employ a continuous type of change using a pro-active initiative.

Change is defined as the process of moving to a different and new state of culture, setting, things, or technology in the organisation. On the other hand, resistance to change is the reaction/response to change that pushes against it. Resistors lie in different levels of relationship continuums which depend on managerial behavior or change agents. It is not only useless to blame resistors but this may result in destructive managerial behaviours. Although organisations must change their ways to remain aggressive because of technological developments and competition, management must be well-prepared to face the costs of change.

Regarding change resistance by employees in the organisation and its behaviors; it is essential for management and the agents of change to think critically. If not, the consequences may prove to be catastrophic. Employees can resist change in different ways, through for example constant quarrels, strikes, dips in productivity, requesting transfers into different sections, and voiding resistance (Wood et al., 2010). Effective change managers and agents must be able to take direct steps to deal productively with such mindsets, which management refers to as resistance to change. Organisational change comes about throughout the entire lifecycle of an organisation. It impacts the whole organisation. Hiring a new employee is one example. Change is on the rise because of a number of forces including globalisation steered by fast advancing technologies, the economy, environmental resources, and cultural diversity. Thus, the ability to identify the need for change and efficiently employ change strategies, in an active response to external and internal pressures is a key to the performance of organisations.

Internal changes can consist of the company structure, HR, and process requirements. On the other hand, external changes can include customer demand, competitor movements, and government legislation. Change does not need to be a painful procedure, as it may appear when looking at the amount of unsuccessful change management initiatives (Burnes, 2000). The success rate in past literature is reported to be as low as 10%. Resistance is lowered and overcome if change management strategies are successfully planned and implemented, including operational alignment, the right communication strategies and a willingness to change.

There is a lot of literature (Dawon, 2004; Oakland and Tanner, 2007) on the negative aspects and problematic management with workers resisting change. However, there is literature that challenges this notion by questioning the change management process since employees do not resist the change itself but change aspects that affects them individually. Examples include fearing the unknown, status, salary and comfort. It is a healthy reaction for employees to resist these changes which can be successfully managed at the start by ensuring constant communication and giving assurance. The organisation aligns the company in terms of its strategy, culture, and operations to enable it to focus on performance and innovation to reach its goal of being the leading organisation.

Major changes that took place include a move from a vertical, bureaucratic structure to a horizontal structure and changes to the professional running of units, creating a customer-focused professional, corporate environmental culture. The prevailing culture was a casual attitude towards clothing requirements, attendance, work breaks, casual communication channels, and expression. Management hired additional skilled employees, re-educated existing employees, and made processes out of which procedures could be set up. One way of achieving these objectives was by reducing management layers and thus, offering more direct reporting. As organisations increase in size, more interconnections, and less direct communication among employees occur.

5.5 Chapter Summary

This section discussed the presentation, analysis and interpretation of data based on the 1) the demographic characteristics in terms of their gender, nationality, number of years in Bahrain's public sector, category specialisation, position in the organisation, and field which team work is relevant; 2) the strategic management practices and TQM

application along: institutionalising the planning function, establishing the strategic foundation, conducting the strategic situational diagnosis, and managing TQM implementation.

3) The actual Interviews of the respondents regarding TQM factors implemented in Bahrain; Insights on strategic management tools and their application in Bahrain's public sector along: a) top management commitment, b) quality communication and structure, c) employees empowerment and training, d) quality measurement and benchmarking, e) continuous improvement, f) customer focus and satisfaction, g) policy and strategy planning, h) organisational structure, i) quality information systems, and j) suppliers relationships; 4) Applying TQM have influenced in Bahrain's public sector competitiveness; 5) Role of strategic management factors in encouraging the implementation and sustainability of TQM in Bahrain's public sector; and 6) The main impediments that hinder TQM adoption in Bahrain's public sector; and other additional information issues contained; and focus group discussions respectively..

CHAPTER SIX

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This section presents an overall review of the findings of the investigation by discussing the extent to which the initial objectives have been achieved. Based on the findings, the summary, findings, conclusions and recommendations are enumerated. The limitations inherent in the methodology are also discussed for those who wish to replicate the study, and recommendations for further research are included.

6.0 Summary

This study determined the strategic management in improving total quality in Bahrain's public sector. More specifically, the concerns of this study were: 1) the demographic characteristics of the respondents in terms of gender, nationality, number of years in public sector, category of specialisation, position in the organisation, and field which team work is relevant; 2) the strategic management practices and TQM application along institutionalising the planning function, establishing the strategic foundation, strategic situational diagnosis, and managing TQM implementation; and 3) TQM factors implemented in Bahrain's public sector; 4) applying TQM and influenced the Bahrain's public sector competitiveness; 5) the role of strategic management factors in encouraging the implementation and sustainability of TQM in Bahrain's public sector; and 6) the main impediments that hinder TQM adoption in Bahrain's public sector.

6.1 Findings

The salient findings of the study were:

[1] Demographic Characteristics. There are six specific characteristics were analysed: On Gender aspect, majority 78% of them were males, whereas about 22% were females. On Nationality, majority 94% of respondents are Bahrainis, and 6% are non-Bahraini nationals. On Number of years in Bahrain public sector, it was found out that 52% of respondents had 16 years and above experience in the Bahrain's public sector. Some 20% between 1 to 5 years of experience; 18% had 11 to 15 years of experience; and 10% had 6 to 10 years of experience in Bahrain's public sector. On Category of specialisation, it is about 56% of the respondents was 'non-technical' category of specialisation, and 44% were classed as 'technical' in terms of their specialisation. While, on Position in the organisation, some 20% of respondents were administrative support staff and managers/supervisors. Whereas, respondents holding other positions comprised 16% of

the sample, while engineers comprised 14%. However, on Field in which team work is relevant, the findings revealed that 22% is in “military armed forces and law” occupations, whilst 18% worked in the “technology and communication” field. However, 14.80% worked in “business and finance” and 13.60% worked in other fields. Some 9.20% of the sample worked in “education and training”; 7.20% were employed in “healthcare”. However, 5.60% of the respondents worked in “energy and oil”, while 4.80% worked in “production and manufacturing” as well as in “transportation and logistics” respectively.

[2] Strategic Management Practices and TQM Application. On Institutionalising the planning function. The findings revealed that 81 respondents gave a rating of 3 or “Some Improvement Needed” which states that “top executives take formal responsibility for the organisation's strategic planning to improvement TQM management practices” and “managers whose work might be affected significantly by strategic management participate in the TQM process”. However, 61 respondents gave a rating of 6 or “Much Improvement Needed” on the statement that “strategic management is a top priority that is performed on a regular basis” and “the organisation follow a defined set of procedures in its strategic management process”. The least was 56 respondents gave a rating of 1 or “Little Improvement Needed”.

On Establishing the strategic foundation. The findings revealed that 69 respondents gave a rating of 6 or “Much Improvement Needed” which states that “all management and higher-level staff aware of the mission and understand”, followed by 66 respondents who gave a rating of 6 or “Much Improvement Needed” on “the organisation have written longer-term (3-5 years) and short-term (1-year) goals” and “the organisation have a written mission statement” with a 65 respondents with a rating of 6 or “Much Improvement Needed”. However, 73 respondents gave a rating of 4 or “Some Improvement Needed” which states that “appropriate, goals list quality, time frame, and cost targets are observable or measurable”. The least was 59 respondents gave a rating of 1 or “Little Improvement Needed” on “the goals appear realistic yet challenging, based upon experience and/or research.

On Conducting the strategic situational diagnosis. The findings revealed that 64 respondents gave a rating of 6 or “Much Improvement Needed” which states that “the organisation have knowledge of and access to sources of information about the industry, markets, and other external factors”, followed by 63 respondents gave a rating of 6 or

“Much Improvement Needed” on “demographic, behavioural, and other consumer trends analysed” with a 65 respondents with a rating of 6 or “Much Improvement Needed” and “pricing strategy and its effects on customer behaviour”. However, the findings further revealed that 83 respondents gave a rating of 4 or “Some Improvement Needed” on “the organisation’s management information system provides relatively easy access to the internal data”. Hence, the least was 56 respondents who gave a rating of 1 or “Little Improvement Needed” on “the business’ performance and operational characteristics compared with those of competitors”.

On Managing TQM implementation. The findings revealed that 64 respondents gave a rating of 6 or “Much Improvement Needed” which states that “individuals responsible for strategic management and implementation of TQM successful performance”, followed by 61 respondents gave a rating of 6 or “Much Improvement Needed” on “the organisation make strategic decisions based upon the TQM plan” and 60 respondents with a rating of 6 or “Much Improvement Needed” on “the organisation set clearly defined and measurable performance standards for each TQM strategy”. On the other hand, 78 respondents gave a rating of 4 or “Some Improvement Needed” on “sufficient resources allocated for TQM implementation”. The least was 60 respondents gave a rating of 1 or “Little Improvement Needed” on “the organisation develop an organised system for monitoring performance standards were met”.

In addition, the strategic management practices can be used by the Bahrain’s public sector to improve total quality management (TQM). In focus group discussions (FGD), it was noted that on cultural and performance change emerged as essential factors for boosting organisational growth rates. The respondents revealed that one of the strategies that were put into practice was the performance appraisal review (PAR). The organisation came up with a suitable process of grading workers according to their performance. This process was very fair as each employee was given a chance to prove their contribution to the organisation.

On reward and remuneration were also found to be essential elements for organisational performance. Based on their job level and experience, staff was given targets as well as incentives they would receive for any over achievement. These targets were identified as key performance indicators (KPIs). An employee's job is first subdivided into several task components consisting of a particular behavior target before actually

being rewarded. Likewise, recognition was also found to be an important strategic management practice.

On embracing new change has enabled the organisation to change from the structure and culture of casual, unprofessional work practices to a more bureaucratic structure. The respondents revealed that most of these problems were blamed on a lack of planning, poor communication, or the company's decision to use external consultants. In addition, the problem was mainly on budget restrictions or very tight budgetary allocation.

Moreover, Bahrain's public sector is aligned and continues to implement the European Model from the European foundation of quality management since, Bahrain as a Center of Excellence has already inherited this model. The country is trying to implement quality within TRA to govern the execution of their strategy, which is aligned to the vision for 2030. During the interview, it was noted that "the new employees in the industry in the first year have mandatory awareness or training about QMS in the ministry". This means that they make them aware or give them ideas on what is quality management and quality procedure.

The "ministry focuses on customer satisfaction and customer care, and has an annual action plan for each directorate". It was noted that "they have customer complaint boxes and direct channels for communication such as hotlines. They also have access to e-government where customers can submit complaints" as clearly stated. The policy and strategic planning are merged for all employees and circulated to staff. The plans also provide each directorate with a copy of the policy and the strategic plan for quality, uploaded to a public electronic bar in the ministry, and published on the website of the ministry as stated. Hence, the Bahrain's public sector directorates committed to a quality management system as part of the organisation's culture. They are trained top management on quality management.

Statistical Analysis Using Pearson Correlation Coefficient***

1. The $R = 0.697$ indicating a "strong positive relationship" and $R^2 = 68.4\%$ which indicates a strong association between institutionalising the planning function and improving TQM in Bahrain's public sector. 2. The $R=0.846$ indicating a "strong positive relationship" and $R^2 =64.4\%$ which indicates a strong association between establishing the

strategic foundation and improving TQM in Bahrain's public sector. 3. The $R=0.902$ indicating a "strong positive relationship" and $R^2 = 81.1\%$ which indicates a strong association between conducting the strategic situational diagnosis and improving TQM in Bahrain's public sector. 4. The $R=0.844$ indicating a "strong positive relationship" and $R^2 = 81.1\%$ which indicates a strong association between managing TQM implementation and improving TQM in Bahrain's public sector.

[3] TQM factors implemented in Bahrain's public sector

The participant mentioned that "quality communication and structure is a requirement of each directorate in the ministry. In each sector there are commerce and industry experts who control quality. They have oversight of the directorate, and they communicate with QR or QM stakeholders or QR representatives. For each expert there are two representatives for each sector. There is a quality representative for the directorate and a quality management representative for the sector itself. They all report to the Undersecretary for the Ministry of Industry, Commerce, and Tourism.

[4] Applying Total Quality Management (TQM) and influenced the Bahrain's public sector competitiveness.

The participants had varying opinions on the application of TQM to Bahrain's public sector. One participant, in particular argued that it is a competitive surrounding important any product, involving products in Bahrain's public sector such as media; radio, television, and publishing. There is no particular monopolist for this service; the customers and the clients have a lot of available alternatives. Through the strategy of competitiveness to be the first choice; the first choice for the audience, the first choice for the recipients of the news even for travel can be strengthened through strong TQM. There is a significant link between competitiveness and the quality of service. Competition is intense and it is no longer peer organisations that are competitive. Social media has become a site of major competition for all.

[5] The role of strategic management factors in encouraging the implementation and sustainability of TQM in Bahrain's public sector.

Three participants agreed that the strategy which gives the best guidance and the channels which provide the bigger picture it is the quality framework aspect of strategy. A strategy/goal provides the organisation with a goal, which is a generic and crucial part of the mission. All stakeholders within an organisation must get behind the goal. The

optimization and quality of the service depends on having a goal that one can attain to fulfill the strategy. There are the links between both. The strategic plan is the basis or the roadmap for total quality management (TQM) implementation in any organisation. It should not be independent or isolated from the strategic plan. There is a major effort to drive the competitiveness of many service sectors such as electricity and the solar panels. Other participants argued that in the communication sector there is increasing competitiveness amongst companies.

[6] The main impediments that hinder Total Quality Management (TQM) adoption in Bahrain's public sector.

Participants 1, 2, and 3 said that teamwork is the main impediment hindering TQM adoption. There must be a building and fostering of trust through enhanced transparency between various organisations to bring teamwork to the different public sector organisations. Participant 3 said, that Bahrain deserves better from all parties to cultivate strategic thinking skills and existing mindset starting at the school level. Everyone should be loyal to Bahrain's leaders and the country and all must do more to make the nation prosper.

The Extent of TQM practices on quality improvement in Bahrain's public sector

The findings revealed that most organisations in Bahrain's public sector are lack of effective decision leadership or decision ecosystems which hinders decision governance and promotes decision politics that ultimately influence strategic decisions. The key factors that create the need to make strategic decisions are categorised into external or internal pressures. External pressures include markets, shareholders, regulatory, competitor, or customer expectations, and these are unmanageable. Internal pressures are typically controllable and include executive misplacement, inadequate processes, and procedures or dominating individuals.

The Impact of Bahrain's Public Sector on Strategic Management Practices to Improve Performance

The findings revealed that organisations must undergo evolution and revolution changes to survive and succeed in the ever-changing business world. However, many change initiatives often fail. The respondents explain that this mainly happens if the change is not managed well. The participants further revealed that resistance is an inevitable response to any significant organisational change. However, resistance to

change is the reaction/response to change that pushes against it. Although organisations must change their ways to remain aggressive because of technological developments and competition, management must be well-prepared to face the costs of change. On organisational change comes about throughout the entire lifecycle of an organisation. It impacts the whole organisation. According to the participants, the hiring a new employee is one example. Change is on the rise because of a number of forces including globalisation steered by fast advancing technologies, the economy, environmental resources, and cultural diversity. Hence, the ability to identify the need for change and efficiently employ change strategies, in an active response to external and internal pressures is a key to the performance of organisations.

6.2 Conclusions

Based on the foregoing findings, the following conclusions were drawn:

1. The male group outnumbers the female members of the workforce. Majority of them are Administrative Support Staff, Managers and Supervisors positions and acquired about 16 years of service in public sector.

2. There is a strong positive relationship between the compliance to quality standards and work performance in Bahrain's public sector. The correlation analysis showed that there is a significant relationship" along institutionalising the planning function, establishing the strategic foundation, conducting the strategic situational diagnosis, and managing TQM implementation relative to improving total quality management in Bahrain's public sector.

3. The bureaucratic socialisation process is also another barrier to the establishment of a quality culture in government. It is clear that this can bring about much resistance to any positive efforts aimed at effective organisational change. TQM mostly faces resistance from work cultures, mainly due to the protection of self-interest. Fixing lateral and cross-functional cooperation as well allowing room for improvement are essential steps towards establishing effective TQM practices. Changing the culture of an organisation is the only way towards the effective implementation of quality management.

4. The hierarchy is still the principal management method in the public sector, notwithstanding the demand of employees' empowerment and participation. Most in the private sectors seem to have very successful TQM management practices.

5. The Bahrain's public sector has no reason to avoid a push for effective TQM management practices, given the many benefits offered by this structure. These include low capital investment, innovative ideas, increased employee commitment, improved performance/quality, and the reduction of waste, reduced costs, and improved customer satisfaction.

6. The factors affecting compliance to quality standards and work performance for the employees are economic status, followed by political influence and leadership style. The suggested measures to improve compliance to quality standards and work performance are good working condition, sustained support to employees, and fair appraisal system.

6.3 Recommendations

Based on the foregoing findings and conclusions, the following recommendations are offered:

1. The age entry of public employees especially the Bahraini Officers should be standardised under technical or non-technical staff to maximise the quality of work along the different sectors. The government officials may upgrade their academic status by taking master's degree program or post-graduate studies to improve and maximise their knowledge and experiences in the field.

2. The Bahrain's public sector need to be more transparent and accountable to society, comprehensive reforms, financial difficulties, increased statutory audit and wish to enhance performance. The government needs to adopt a modern method of total quality management (TQM) management practices.

3. Quarterly performance evaluation of key officials in Bahrain's public sector should be undertaken to monitor the quality of services they provided to the public.

4. There must be a sustained effort to raise extent of applying total quality management (TQM) in Bahrain's public sector since it is significantly related to work performance. The local administrators or chief executives in the government should be kept updated on the compliance to quality standards so that they will be globally competitive.

5. The assistance of key officials in Bahrain's public sector be sought and necessary linkages be made with government offices which could be of help in the realisation of activities in the TQM implementation.

6. Further research similar to this study be made in order to validate whether findings in this study could also be true to other countries. Hence, the outcome of this study will lead to a better understanding of TQM and strategic management practices that will encourage future researchers to extend this study through further work.

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APPENDICES

APPENDIX A
LETTER OF REQUEST TO CONDUCT THE SURVEY

Dear _____:

Greetings!

I have the honor to ask permission from your office to distribute survey-questionnaires-checklist to the employees of your respective department.

This is in connection of my thesis, titled: **“Strategic Management in Improving Total Quality in Bahrain’s Public Sector,”** in partial fulfillment of the requirements for the degree of Doctor of Public Administration,” at the University of Plymouth, United Kingdom.

Hoping that this request will merit your favourable approval.

Thank you very much.

Sincerely,

(Sgd.) ABDULRAHMAN ALNOAIMI
Researcher

APPENDIX B
LETTER TO THE RESPONDENTS

Dear _____:

Greetings!

The undersigned is presently undertaking a research, titled, “**Strategic Management in Improving Total Quality in Bahrain’s Public Sector,**” in partial fulfillment of the requirements for the degree, Doctor of Public Administration at the University of Plymouth, United Kingdom.

In this connection, the undersigned would like to request your invaluable help in answering the attached survey questionnaire and rest assured that your answers will be treated with utmost confidentiality.

Thank you very much.

Sincerely,

(Sgd.) ABDULRAHMAN ALNOAIMI
Researcher

APPENDIX C
SURVEY QUESTIONNAIRE

Respondent's Profile:

Name: _____ (Optional)

Category: _____ Senior Manager
 _____ Manager
 _____ Office Staff

Part I. The Demographic Characteristics of the Respondents

Direction: Kindly put a check (√) mark in the box opposite each section.

1. Name of the organisation (optional) _____
2. Gender ☐ Male ☐ Female
3. Nationality ☐ Bahrain ☐ Others (please specify) _____
4. How long you have been in Bahrain's public sector
☐ 1-5years ☐ 6-10 years
☐ 11-15 years ☐ 16 years and above
5. Category of specialisation
☐ Technical category ☐ Non-technical category
6. Your position in the organisation
☐ Administrative Support ☐ Individual Contributor (i.e. Consultant / Sales Rep.)
☐ Engineer ☐ Manager / Supervisor ☐ Director
☐ Vice President ☐ Senior Executive ☐ Others
7. Please select the field in which your team work is relevant to
☐ Energy & oil
☐ Health care
☐ Transportation & logistics
☐ Education & training
☐ Technology & communication
☐ Military, armed forces & law
☐ Business & finance
☐ Production & manufacturing
☐ Others, please specify: _____

Part II. Strategic Management Practices and TQM Application

This questionnaire is designed to help you critique your strategic management process and evaluate on its impact on TQM.

Direction: Please rate the following terms based on the Strategic Management Practices and TQM Application. For each question below, circle the appropriate number to indicate the degree of improvement your organisation needs in order to function effectively in that planning step or area. On the scale of 1 – 6 please rate the following using the scale below:

1 – 2 Little Improvement Needed
5 – 6 Much Improvement Needed

3 – 4 Some Improvement Needed

Institutionalising the Planning Function	Improvement Needed					
	Little		Some		Much	
1. Top executives take formal responsibility for the organisation's strategic planning towards improvement of TQM management practices.	1	2	3	4	5	6
2. Strategic management a top priority activity, performed on a regular basis, e.g., each year.	1	2	3	4	5	6
3. The organisation provides resources (e.g. managers' time, money and staff support) earmarked specifically for improving TQM.	1	2	3	4	5	6
4. The organisation follows a defined set of procedures in its strategic management process.	1	2	3	4	5	6
5. All managers whose work is affected significantly by strategic management participating in the TQM process.	1	2	3	4	5	6

Establishing the Strategic Foundation	Improvement Needed					
	Little		Some		Much	
1. The organisation has a written mission statement.	1	2	3	4	5	6
2. All management and higher-level staff are aware of the mission and understand it.	1	2	3	4	5	6
3. The organisation has written longer-term (3-5 years) and short-term (1-year) goals.	1	2	3	4	5	6
4. The goals list quantified, measurable targets (e.g. volume, market share, growth rate, profitability).	1	2	3	4	5	6
5. The appropriateness of the goals specifies targets by location or geographic area.	1	2	3	4	5	6
6. When appropriate, the goals list quality, time frame, and cost targets are observable or measurable.	1	2	3	4	5	6
7. The goals appear realistic yet challenging, based upon experience and/or research.	1	2	3	4	5	6
8. The organisation systematically measure actual performance vs. goals.	1	2	3	4	5	6
9. The management and higher-level staff whose responsibilities are affected participate in setting goals.	1	2	3	4	5	6

Conducting the Strategic Situational Diagnosis	Improvement Needed					
	Little		Some		Much	
15. The organisation periodically gathers and analyse data about market and other external factors which affect the business.	1	2	3	4	5	6
16. The external and market analysis identify key threats to the business and key opportunities.	1	2	3	4	5	6
17. The analyses include detailed analysis of market or other geographic and/or demographic and/or psychographic segments.	1	2	3	4	5	6
18. The business' performance and operational characteristics compared with those of competitors.	1	2	3	4	5	6
19. The demographic, behavioural, and other consumer trends analysed.	1	2	3	4	5	6
20. The organisation assess the industry as a whole in terms of new competitors and concepts, new technologies, procurement practices, price trends, and labor practices.	1	2	3	4	5	6
21. The organisation assesses institutional factors such as cost and availability of capital, government regulations and the economy.	1	2	3	4	5	6
22. The organisation has knowledge of and access to sources of information about the industry, markets, and other external factors.	1	2	3	4	5	6
23. The internal analysis identifies key strengths and weaknesses in the organisation.	1	2	3	4	5	6
24. It includes pricing strategy and its effects on customer behavior.	1	2	3	4	5	6
25. It includes quality of customer service and customer satisfaction/ loyalty/ defection data.	1	2	3	4	5	6
26. The organisation assesses its human resource development and management programs.	1	2	3	4	5	6
27. The organisation's management information system provides relatively easy access to the internal data discussed above.	1	2	3	4	5	6
28. After completing its external and internal analysis, the organisation reviews the mission and goals in light of the apparent threats, opportunities, strengths and weaknesses.	1	2	3	4	5	6

Managing TQM Implementation	Improvement Needed					
	Little		Some		Much	
8. The organisation makes strategic decisions based upon the TQM plan.	1	2	3	4	5	6
9. The organisation clearly assign lead responsibility for action plan implementation to a person or, alternately, to a team.	1	2	3	4	5	6
10. There are sufficient resources allocated for TQM	1	2	3	4	5	6

implementation.						
11.The organisation set clearly defined and measurable performance standards for each TQM strategy.	1	2	3	4	5	6
12.The organisation develops an organised system for monitoring how well those performance standards were met.	1	2	3	4	5	6
13.The organisation review monitoring data regularly, and revise strategic decisions as appropriate.	1	2	3	4	5	6
14.Individuals responsible for strategic management and implementation of TQM successful performance.	1	2	3	4	5	6

Thank you!

APPENDIX D

INTERVIEW GUIDE

Interview Questions

1. Tell us about your background?
2. Which TQM factors have been implemented in Bahrain's public sector?
3. Give us your insight on the following strategic management tools and their application in Bahrain's public sector:
 - top management commitment
 - quality communications and structure
 - employees empowerment and training
 - quality measurement and benchmarking
 - continuous improvement
 - customer focus and satisfaction
 - policy and strategic planning
 - organisational culture
 - quality information systems
 - supplier's relationships.
4. Discuss the results of applying TQM and how it seemed to have influenced the Bahrain's public sector competitiveness.
5. What is the role of strategic management factors in encouraging the implementation and sustainability of TQM in Bahrain's public sector?
6. What are the main impediments that hinder TQM adoption in Bahrain's public sector?
7. Any additional information relating to any of the issues contained in the questions.

Thank You!

APPENDIX E

FOCUS GROUP DISCUSSIONS

Interview Questions

The FGD were based on the Research questions:

1. What Strategic Management practices can be used by Bahrain's public sector to improve TQM?
2. To what extent can TQM practices cause a quality improvement in Bahrain's public sector?
3. What would be the impact of Bahrain's public sector employing strategic management practices to improve performance?

Thank You!

APPENDIX F

SEMI-STRUCTURED INTERVIEW CONSENT FORM

Invitation to Participate

You have been asked to participate in a doctoral research study about Before you decide whether or not to take part, it is important for you to understand why the research is being undertaken and what it will involve. Please take time to read the following information carefully.

What is the research objective of the study?

The objective of this research is to understand how Bahrain's public sector can adopt strategic management practices that are TQM oriented

Method

This method relies on a demographically diverse group of people assembled to participate in a guided discussion about a particular product before it is launched, or to provide ongoing feedback on Strategic management in improving Total Quality in Bahrain's public sector.

Participation in the Study

We would like you to take part in this research but the decision is strictly voluntary. If you do decide to take part you will be given this information sheet to keep and be asked to sign consent form. If you decide to take part you are free to withdraw at anytime during session without giving a reason.

Risks

I do not think any risks are involved in taking part in this study.

Privacy

Your privacy will be protected. All personal information and answers will be kept strictly confidentiality. Your name will not be used in any report that is published.

Audio Record Permission

If all participants agree the discussion will be recorded with digital voice recorder. You can state that you don't want the discussion to be recorded with voice recorder and it will not be and may request that the voice recorder be turned off at any time.

I agree to be recorded with digital voice recorder ____Yes ____No

Findings from the Research Study

A summary of the research findings will be provided on request to all participants.

Questions

If you have any further questions, please feel free to contact with me at any time from
.....

Please write your name below and check yes or no. If you want to take part, Sign your name at the bottom.

Name

_____ Yes, I would like to take part in the focus group discussions

_____ No, I would not like to participate in the focus group discussions

Signature**Date**

6.	Has this project received ethical approval from another Ethics Committee? Y/N a) Please write committee name: b) Are you therefore only applying for Chair's action now? Yes / No	
7.	Attachments (if required) a) Application/Clearance Form Yes / No b) Information sheets for participants Yes / No c) Consent forms Yes / No d) Continuing review approval (if requested) Yes / No e) Other, please state:	
<p>*1. Principal Investigators are responsible for ensuring that all staff employed on projects (including research assistants, technicians and clerical staff) act in accordance with the University's ethical principles, the design of the research described in this proposal and any conditions attached to its approval.</p> <p>*2. In most cases, approval should be sought individually for each project. Programme approval is granted for research which comprises an ongoing set of studies or investigations utilising the same methods and methodology and where the precise number and timing of such studies cannot be specified in advance. Such approval is normally appropriate only for ongoing, and typically unfunded, scholarly research activity.</p> <p>*3. If there is a difference in ethical standards between the University's policy and those of the relevant professional body or research sponsor, Committees shall apply whichever is considered the highest standard of ethical practice.</p> <p>*4. Approval is granted for the duration of projects or for a maximum of three years in the case of programmes. Further approval is necessary for any extension of programmes.</p>		

8.	<p>Aims and Objectives of Research Project/Programme:</p> <p>The main aim of this study is to understand how Bahrain public sector can adopt strategic management practices that are TQM oriented. This study directed all its efforts towards establishing the relationship between strategic management and TQM. It is very important for Bahrain Public sector leaders of organizations to come up with strategies aimed at supporting business activities as opposed to focusing on competition. The objectives of the study are as follows:</p> <ol style="list-style-type: none"> 1. To understand how TQM can help improve the quality of services offered 2. To understand how strategic management practices can help improve overall performance <p>The study addresses the research question: "What Strategic management practices can be used by Bahrain public sector to improve TQM? Based on the main research question, the study also aims to answer the following secondary questions: (1) To what extent can TQM practices cause a quality improvement in Bahrain public sector? (2) What would be the impact of Bahrain public sector employing strategic management practices to improve performance?</p> <p>Bahrain is struggling to deal with performance in most of its public sector mainly due to failure in addressing some of these issues such as relationship between organizational performances, organizational resources and quality management of the internal and external environment. The main aim of this study is to identify some of the strategic management problems facing Bahrain public sector and try to come up with congruent solutions to these problems. This will be done by identifying some of the human resource management strategies and outcomes that impacts significantly on TQM. This will whole process will comprise Bahrain public sector so as to determine the well-equipped organ in terms of TQM implementation.</p>
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	<p>Bahrain public sector seem also seem to be affected by emerging global aspects such as: increased citizen demands and expectations, international competitiveness, the need for being more transparent and accountable to the society, financial difficulties, increased statutory audit and the wish to increase performance, comprehensive reforms. These clearly demonstrate why Bahrain government needs to adopt modern method of TQM management practices. This study has come to the attention that there is need to amalgamate both strategic management and TQM management practices in order to realise a full quality management strategy.</p>								
9.	<p>Brief Description of Research Methods and Procedures:</p> <p>A combination of quantitative and qualitative research methods will be used to conduct the study. Using a mixed methodology of research is the most appropriate means of data collection for any researcher. It enables the researcher to conduct an extensive and intensive on the research problem. Each method of study may have its own weakness and by combining two study methods a researcher easily offsets some of these weakness an important factor towards increasing of study validity.</p> <p>Data collection will be based on the triangulation of the interviews, focus groups and survey. Please find attached draft of interview, focus group and survey questions. The researcher will create MS Word files for the journal entries, interviews, documents, and observations. The files will be saved in the researcher's portable computer where he will put a protective password which only he will access. The meaning of the analysis context will be used as the coding unit of analysis and to seek description. This means that the data will not be coded either from sentence to sentence or paragraph to paragraph but rather coded for meaning. An audio/video recorder will be used so as to easily retrieve data for the course of the analysis phase. Audio/video recording tools to be used will include voice/video recording enabled devices and smartphones. Because the TQM is specialised field, therefore if the population will be selected randomly, it may lead to having inaccurate data. Hence, the selected participants as follows:</p> <table border="1"> <thead> <tr> <th>Data collection instrument</th><th>Targeted participants</th></tr> </thead> <tbody> <tr> <td>Survey Questionnaire</td><td>-No. of senior managers-20 -No. of managers in the strategic planning sector-20 -No. of employees - 400</td></tr> <tr> <td>Interview</td><td>-10 managers</td></tr> <tr> <td>Focus group</td><td>-15 managers</td></tr> </tbody> </table> <p>The survey questionnaire will gather data from employees and managers in the selected d organisations. During the quantitative research stage, quantitative surveys on the impact of strategic management in improving Total Quality Management (TQM) in Bahrain will be conducted. A questionnaire has been designed for use in the survey. In the qualitative research stage, selected employees and managers will be informally interviewed and observed regarding the impact of strategic management in improving TQM for several organisations. The objective of the qualitative stage is to find support for the quantitative findings, and to critically strategic management strategies applied in the organisations. Purposely selected managers and employees from public sector companies will be interviewed and surveyed.</p> <p>The researcher aims to interview participants who understand the impact of strategic management in TQM. Attaining this goal is likely to be very challenging considering that the study cannot rely on respondents from only one institution in comparing the application of strategic management to improve TQM for several organisations. Opting for managers is the only way to increase reliability of the results. The respondents were notified via email</p>	Data collection instrument	Targeted participants	Survey Questionnaire	-No. of senior managers-20 -No. of managers in the strategic planning sector-20 -No. of employees - 400	Interview	-10 managers	Focus group	-15 managers
Data collection instrument	Targeted participants								
Survey Questionnaire	-No. of senior managers-20 -No. of managers in the strategic planning sector-20 -No. of employees - 400								
Interview	-10 managers								
Focus group	-15 managers								

	<p>concerning their selection for the interview, with a cover letter explaining to them the purpose of the research and how much of their time it would consume. To avoid inconvenience the researcher will issue three business days to allow the respondents to make decisions as to whether they would participate.</p> <p>Respondents for the quantitative research will be selected through stratified random sampling, while respondents for the qualitative research will be selected through purposive theoretical sampling. Permission to conduct the investigation will be personally requested at the HR department of the chosen companies. Once permission is granted, the survey instruments will be distributed personally to each respondent. The present study will make use of human subjects. Some of the information obtained could be proprietary in nature and hence the need to ensure adequate data protection. With regard to the project managers they will be guaranteed that their identity as well as their firms would remain anonymous. Only non-intrusive questions will be posed and hence minimal access to confidential or proprietary information was ensured. In addition, all respondents will be requested to read the consent and information sheet that was attached to each of the surveys. Consent is regarded as an indicator that the individuals were willing to participate based on their own volition.</p> <p>Specify subject populations and recruitment method. Please indicate also any ethically sensitive aspects of the methods. Continue on attached sheets if required.</p>
10.	<p>Ethical Protocol:</p> <p>All the ethical considerate matters received the highest order of attention from the researcher. The researcher did this in order to obtain a well-represented and a high objective from the population sample. This is why the researcher sought for permission from all interested parties through a letter. This study did not consider any personal information from any respondent. To avoid inconvenience the researcher submitted the questionnaires ahead of time. The pilot study helped the researcher to understand all the unforeseen obstacles prior to the initial data collection day. Human subject and organisational information from global operated organisations in the Bahrain's public sector were the main source of data for the study.</p> <p>There is a need to ensure adequate data protection mainly due to the proprietary nature of the information. Both the identity of the respondents involved together with the firms they worked for remained anonymous as per the initial agreement of the study. The researcher by far avoided use of personal questions during the whole survey process. The researcher attached an agreement and information sheet to each survey for all respondents to go through. Agreement was regarded as an indicator that all the respondents were willing to participate based on their own wish. It is intended through the information sheet and aid memoire provided (by e-mail a priori and delivered in person), that interviewees will be informed of their rights of inclusion/withdrawal and anonymity. It is intended through the informed consent sheet provided (by e-mail a priori and delivered in person), that interviewees will be informed of their rights of inclusion/withdrawal and anonymity.</p> <p>Please indicate how you will ensure this research conforms with each clause of the University of Plymouth's <i>Principles for Research Involving Human Participants</i>. Please attach a statement which addresses each of the ethical principles set out below.</p>
	<p>(a) Informed Consent:</p> <p>Issues with regard to informed consent (and the right to refuse in full, or with regard to certain issues/questions) will be detailed on the information sheet provided. If requested, further information with regard to Plymouth University ethical research policy may also be provided. The informed consent form will come together with the survey instruments. Additionally, for the interviews the participants will be given a separate consent form where they also have the</p>

	right to either oblige e to participate in the study or refuse based on their preference and ability to handle the question in a satisfactory manner.
	<p>(b) Openness and Honesty:</p> <p>The design of the survey will be done in a non-deceptive manner purposed to ensure that the survey is within the scope of study. The quantitative stage of the study observes honesty and openness. In addition, the interviews also strictly adhere to honesty and openness. As the interviews are only semi-structured and semi-standardised, through a conversational approach the obligation is on the interviewee to reveal what they wish. Aims and objectives of the study will be explained during the introduction to the interview. After having an opportunity to read/discuss the information sheet, and aid memoire, the interviewee may reveal what they wish given their expertise. Any resultant documents/publications may be perused by the interviewee for their full understanding. Generally, deception will not be applicable in both the quantitative and qualitative stage of the study.</p> <p>Note that deception is permissible only where it can be shown that all three conditions specified in Section 2 of the University of Plymouth's Ethical Principles have been made in full. Proposers are required to provide a detailed justification and to supply the names of two independent assessors whom the Sub-Committee can approach for advice.</p>
	<p>(c) Right to Withdraw:</p> <p>As per the information sheet, all interviewees have the right to withdraw, in addition to anonymity, and will be informed of this. Any written notes, recorded conversation or other data with regard to the (withdrawn) interviewee would be destroyed as a matter of course. A draft of output on specific issues where relying on any given interviewee may be presented to the interviewee prior to publication, by way of a 'right to respond'. This may defend against misinterpretation and misrepresentation.</p> <p><i>Note that this section should also clarify that participant's data will be destroyed should they withdraw, in accordance with best practice.</i></p>
	<p>(d) Protection from Harm:</p> <p>No persons from what may be considered a 'vulnerable group' or population will be interviewed or surveyed as part of this study. The study will consider all vulnerabilities such as dissimilar mental or developmental disorders. Anywhere a research makes use of human subjects; ethical issues will always arise, as it is the case in this present study. In order to ensure ethical an ethical that the study maintained a clean ethical practice the researcher was forced to undertake several initiatives. The researcher will begin by informing the respondents on the purpose of the study, before proceeding to signing a consent form based on own volition. All respondents were assured of their anonymity. Any personal information will not be considered which will ensure they are protected from harm. Any evidence provided will be analysed, presented and published as with the greater thesis of which it is a part. Evidence may be provided anonymously, and every effort is made to ensure an absence of bias and/or agenda. In addition, the respondents have a right to withdraw from participating from the study if they choose.</p>
	<p>(e) Debriefing:</p> <p>Debriefing will be conducted after each surveys and interviews. At the quantitative stage, the respondents will have a debriefing that will reassess their willingness to participate. At the qualitative stage, the rights of the interviewee will be reiterated. The interviews will be concluded with a debriefing as a matter of course. Provision will be made for the interviewee to access the resultant open source documents/publication(s) upon request. As qualitative</p>

	data, there will not be a formal/coded database. Overall, in both stages the respondents' right to contribute will be mentioned again. More so, there will be an option for document perusal for the respondent that may request.																		
	<p>(f) Confidentiality:</p> <p>Both the survey respondents and interviewees have the right of anonymity (and will as course be identified by a code word), while resultant analysis of anonymous data may be published. Quantitative respondents will be coded as numbers, whereas qualitative respondents will be coded with a combination of alphabets and numbers. Any data/recordings taken from the interview will be stored in a safe place. Any shorthand notes will be documented at the soonest opportunity, so as to interpret them honestly and in proper context. Resultant publications will not provide for the identification of interviewees.</p>																		
	<p>(g) Professional Bodies Whose Ethical Policies Apply to this Research:</p> <p>This research (including the obtrusive element of elite interviews) is within the International Relations discipline, as a social science. As a result, norms and best practice as from the Social Research Association (SRA), Economic and Social Research Council (ESRC) and British International Studies Association (BISA) may be seen to apply. The research adheres to these norms.</p> <p><i>The committee strongly recommends that prior to application, applicants consult an appropriate professional code of ethics regardless of whether or not they are members of that body (for example, Social Research Association . http://www.the-sra.org.uk/ethical.htm Market Research Society http://www.mrs.org.uk/standards/codeconduct.htm British Sociological Association http://www.britsoc.co.uk/equality/). Applicants may choose to write "not applicable" in the "Relevant Professional Bodies" section of the Ethical Application Form. However, it is very rare that there would be no professional/academic code of ethics relevant to a given research project. If based on the information written in other sections of the form, FREC considers a particular professional code to be of relevance, then the Committee may make its consultation and adherence a condition of acceptance.</i></p>																		
11.	<p>Declaration*:</p> <p>To the best of our knowledge and belief, this research conforms to the ethical principles laid down by Plymouth University and by the professional body specified in 6 (g).</p> <table border="1"> <thead> <tr> <th></th><th>Name</th><th>E-mail (s)</th><th>Date</th></tr> </thead> <tbody> <tr> <td>Principal Investigator:</td><td>Abdulrahman Alnoaimi</td><td>a.alnoaimi@hotmail.co.uk</td><td></td></tr> <tr> <td>Other Staff Investigators:</td><td>N/A</td><td></td><td></td></tr> <tr> <td>Director of Studies (only where Principal Investigator is a postgraduate student):</td><td>Prof. Kerry E. Howell</td><td>Kerry.e.howell@plymouth.ac.uk</td><td></td></tr> </tbody> </table>				Name	E-mail (s)	Date	Principal Investigator:	Abdulrahman Alnoaimi	a.alnoaimi@hotmail.co.uk		Other Staff Investigators:	N/A			Director of Studies (only where Principal Investigator is a postgraduate student):	Prof. Kerry E. Howell	Kerry.e.howell@plymouth.ac.uk	
	Name	E-mail (s)	Date																
Principal Investigator:	Abdulrahman Alnoaimi	a.alnoaimi@hotmail.co.uk																	
Other Staff Investigators:	N/A																		
Director of Studies (only where Principal Investigator is a postgraduate student):	Prof. Kerry E. Howell	Kerry.e.howell@plymouth.ac.uk																	

***You will be notified by the Research Ethical Approval Committee once your application is approved.**

This process normally takes around 3-4 weeks.

APPENDIX H

DO YOU PLAN TO DO

RESEARCH WITH PLYMOUTH UNIVERSITY	<p>Please Answer Either YES or NO to <u>ALL</u> Questions Below.</p> <p>If you answer YES, please provide further details.</p>
--	--

Do You Plan To Do:

1. Research involving vulnerable groups – for example, children and young people, those with a learning disability or cognitive impairment, or individuals in a dependent or unequal relationship

Answer: No

2. Research involving sensitive topics – for example participants' sexual behaviour, their illegal or political behaviour, their experience of violence, their abuse or exploitation, their mental health, or their gender or ethnic status

Answer: No

3. Research involving groups where permission of a gatekeeper is normally required for initial access to members – for example, ethnic or cultural groups, native peoples or indigenous communities

Answer: No

4. Research involving deception or which is conducted without participants' full and informed consent at the time the study is carried out

Answer: No

5. Research involving access to records of personal or confidential information, including genetic or other biological information, concerning identifiable individuals

Answer: No

6. Research which would induce psychological stress, anxiety or humiliation or cause more than minimal pain

Answer: No

7. Research involving intrusive interventions – for example, the administration of drugs or other substances, vigorous physical exercise, or techniques such as hypnotherapy. Participants would not encounter such interventions, which may cause them to reveal information which causes concern, in the course of their everyday life.

Answer: No

Please return to: Rosemary and Michelle, Faculty of Business Research
(FOBresearch@plymouth.ac.uk)

APPENDIX I

THESIS DECLARATION

SUBMISSION OF RESEARCH DEGREE THESIS DECLARATION RDC.3S



Research Degree Candidates must fill in this form and submit it together with their thesis to the central office of the Doctoral College when handing in the thesis. The Doctoral College will not be able to process the thesis unless a signed copy of the form has been received and all other requirements have been fulfilled.

Name of Candidate: Abdulrahman Alnoaimi

Student reference number: 10408393

Faculty: Arts and Humanities

Programme: - Insert programme name here DPA - Doctor of Public Administration

I hereby declare that I agree to submit my research thesis to the Doctoral College for final examination. I furthermore declare that I have read and understood the regulations regarding the examination of the research thesis contained in the Research Degree Handbook and that the work has been done in accordance with the university's regulations and code of ethics.

I have included in the thesis the following (please tick boxes):

- | | | |
|--|-------------------------------------|------------------------------|
| • Copyright statement | <input checked="" type="checkbox"/> | |
| • Title page | <input checked="" type="checkbox"/> | |
| • Abstract (heading to include full name and full title of thesis) | <input checked="" type="checkbox"/> | |
| • List of contents, tables, illustrations, etc. | <input checked="" type="checkbox"/> | |
| • Acknowledgements | <input checked="" type="checkbox"/> | N/A <input type="checkbox"/> |
| • Author's declaration (signed and dated) | <input checked="" type="checkbox"/> | |
| • Word count (included in the author's declaration page) | <input checked="" type="checkbox"/> | |
| • Text, divided into chapters, sections, etc. | <input checked="" type="checkbox"/> | |
| • Appendices | <input checked="" type="checkbox"/> | N/A <input type="checkbox"/> |
| • List of references/bibliography | <input checked="" type="checkbox"/> | |
| • DOI numbers of publications | <input checked="" type="checkbox"/> | N/A <input type="checkbox"/> |

I understand that the Doctoral College will not process the thesis unless all the items shaded above (compulsory items) are included in the thesis.

- Do you have, or are you likely to have in the near future, a contract of employment with the University of Plymouth? Yes ☐ No ☒

For Tier 4 visa holders only:

- Do you plan to leave the UK now that you have submitted your thesis? Yes ☒ No ☐

Signature of Candidate: Date: 30-4-2018

For office use only:	
Received by the Doctoral College:	
Signature: _____	Date: _____
Thesis received by:	
Hand	<input type="checkbox"/>
Post	<input type="checkbox"/>
Supervisor	<input type="checkbox"/>
Other:	<input type="checkbox"/>

CURRICULUM VITAE



DR. ABDULRAHMAN MAJED ALNOAIMI

Villa 1099, Road 437, West Riffa 904

Kingdom of Bahrain

Mobile: (+ 973) 39922595

Email: Dr.alnoaimi@gmail.com

EDUCATION

Postgraduate: Doctor of Public Administration

Plymouth University

Plymouth, United Kingdom

2012 – 2019

Master in Business Administration

American University

Major in International Business

London, United Kingdom

2006 - 2007

Tertiary: Bachelor of Science in Business Administration

Major in Finance

Old Dominion University

Norfolk, Virginia

1999 – 2004

Secondary: Al Hekma International Model School

American Diploma & Arabic High School Diploma

Kingdom of Bahrain

1994 – 1997

TRAININGS ATTENDED

Arab Certified Quality Manager Talal Abu-Ghazaleh Organization
Kingdom of Bahrain
2011

Certificate in Performance Auditing Talal Abu-Ghazaleh
Kingdom of Bahrain
2010

International Law of Armed Conflicts International Federation of Red Cross
Kingdom of Bahrain
2010

Photo Shop CS3	National Guard Kingdom of Bahrain 2010
Internal Audit 3 Days Workshop	Talal Abu-Ghazaleh Kingdom of Bahrain 2005
The basics of Internal Auditing	Ernst & Young Kingdom of Bahrain 2004
Diploma in Windows Applications	Bahrain Computer and Management Institute Kingdom of Bahrain 1996
Advance English Language Course	University of Kent association with Concorde International and British Council Kent, United Kingdom 1996

ACHIEVEMENTS AND AWARDS

Letters of Recognitions and Work Certifications:

- Certification from His Majesty King Hamad Al Khalifa (For completion of Military training for the academics)
- Commander and Chief of Bahrain Defence Force (For Outstanding performance)
- Supreme Council of Health (For being a member of Bahrain Defence Force Performance Committee)
- Commander of Royal Guard (For outstanding performance)
- Graduated with Honors in high school.
- Honors certification of outstanding activity in middle school for outstanding filmography.

Achievements

- Helped in establishing Bahrain Defence Force Internal Audit department, 2008
- Member of H.Q Performance Committee, 2010
- Helped in Managing National Safety Management Center, 2011
- Submitted a number of research proposals to help in the Crisis of 2011
- Managed and lead a number of cyber teams to overcome social media hostility, 2011
- H.Q Performance Committee Submitted Full Study Report to HRH Crown Prince, 2012
- Coordinated a number of training seminars, 2013
- Conducted a training course as instructor to the Royal Guard Performance Committee, 2013
- Member of Performance Committee of the Royal Guard, 2013
- Produced Royal Guard Film which was broadcast over Bahrain TV, 2014
- Produced and Directed 2nd Royal Guard Film which was broadcast over Bahrain TV, 2015
- Submitted Extinctive Proposal titled: RCS (Royal Consultant System) to First Deputy Prime Minister Office to participate in Bahrain's first Government innovation competition (Fikra), 2018